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THE BOARD

Heidrick and Struggles

Consultants in Executive Search

About This Study

Heidrick and Struggles conducted this survey of chairmen of boards of directors of *Fortune* 1000 parent companies to contribute to a better understanding of board leadership in 1987. Members of our survey sample head 895 of the nation's largest industrial and non-industrial organizations. Responses were received from 29.2 percent of the selected population.

Heidrick and Struggles is grateful to the participating board chairmen who took the time and effort necessary to make this study possible.

Findings of a study of the chairmen of boards of directors of America's largest industrial and service companies.

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Introduction

Last year, we noted that boards of directors were finding themselves in the center of the corporate spotlight. In great part, this was due to media attention given the crisis in director liability. Today, this issue remains at the forefront of concern in America's boardrooms.

A sharp increase in the frequency of liability suits and its effect on D&O (director and officer) liability insurance costs is apparent in this study. One of six participating *Fortune* 1000 board chairmen indicates his company has experienced a lawsuit against its directors during the past three years. Five of eight state their D&O liability insurance premiums have risen substantially, an average of 219 percent, since 1986. Understandably, one-third of the chairmen have brought in outside experts to counsel their boards on this type of coverage.

Risk of possible legal repercussions is making potential directors think twice before accepting directorships. Almost one-fourth of the chairmen report that their corporations have been turned down by prospective directors within the last three years. And slightly less than two-thirds indicate that they have declined corporate directorship invitations during this same period of time. Additionally, eight of nine participants would not serve on a board that did not offer D&O liability insurance.

Since the liability situation continues to be a major concern for directors, individuals who choose to serve on boards are once again taking an assertive stance in regard to their responsibilities. As in 1986, financial results is the top board priority. Moreover, five of eight participants indicate that their full board or a committee of their board is involved in the selection of corporate officers below the CEO level—the same proportion as last year. Interest in corporate performance and executive accountability is further demonstrated by the fact that more than half the chairmen report a changing attitude on behalf of their boards concerning their willingness to fire their CEOs.

As boards respond to the threat of lawsuits through increased involvement with organizational management, they are finding allies in state legislatures. Lawmakers in Delaware, New York, Pennsylvania, New Jersey, Michigan, Massachusetts, and other states are taking steps to reform and limit liability. Three of five chairmen also report they have asked their shareholders to approve measures that limit directors' monetary liability. This type of support, combined with increasing diligence on behalf of boards to protect the financial interests of shareholders, should help resolve the liability crisis.

Gerard R. Roche
Chairman
Heidrick and Struggles

Highlights

Key findings of this study of chairmen and their boards of *Fortune* 1000 parent companies:

- ☐ The average board comprises 13 members.
- ☐ White male directors account for 92.1 percent of board membership.
- ☐ Boards meet an average of eight times a year and have five committees.
- ☐ Officer selection below the CEO level involves the full board or a committee of the board.
- ☐ Outside director annual compensation increased 7.1 percent since 1986, now averaging $22,000.
- ☐ Five of eight chairmen indicate that they have declined corporate directorship invitations during the last three years, citing lack of time as the reason.
- ☐ Almost all the participating chairmen agree that boards are increasingly diligent concerning their legal responsibilities to protect the financial interests of shareholders.
- ☐ Three of five responding chairmen do not believe the "old boy" network is the primary method used to recruit new board members.
- ☐ Three of four organizations have a retirement policy for outside directors.

Size of Board

For the fourth consecutive year, the average board size of *Fortune* 1000 parent organizations remains unchanged at 13 directors. Among non-industrial companies, commercial banking firms report the largest boards, averaging 19 members, while boards of transportation companies have the fewest members, an average of 11.

The largest boards are found in the Midwest, averaging 14 members. Southwestern *Fortune* 1000 boards are the smallest nationwide at 12 members.

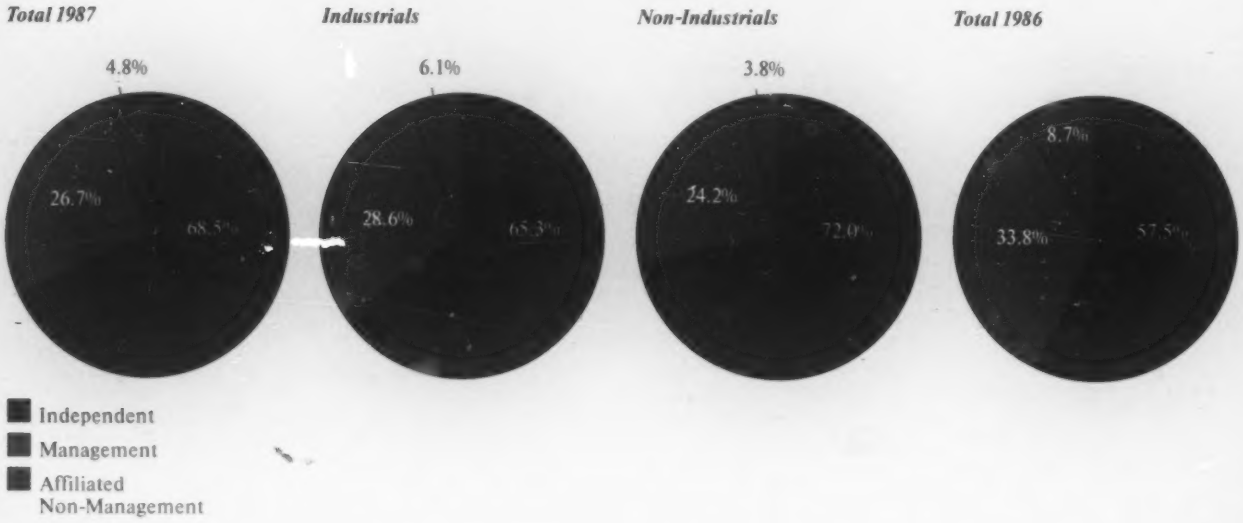
Number of Directors

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
5–9	12.7%	14.4%	9.3%	8.2%	11.5%	25.6%	0.0%
10–14	56.7	67.4	44.9	57.4	84.6	71.8	75.0
15–19	24.9	16.7	35.6	31.1	3.9	2.6	25.0
More than 19	5.7	1.5	10.2	3.3	0.0	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	13.4	12.3	14.6	13.6	11.2	11.0	12.0

Composition of the Board

Reversing last year's downward trend, the percentage of independent directors on respondents' boards increased by 10.8 percent from 57.7 percent in 1986 to 68.5 percent in 1987. Independent directors of non-industrial companies now account for almost three-quarters (72.0 percent) of board representation compared with 60.0 percent in 1986.

Management directors now account for slightly more than one-fourth of total board representation compared with one-third in 1986.



Director Population by Race and Sex

The percentage of all-white-male boards continues to decrease from 57.6 percent in 1982 to 38.3 percent in 1987. One-half of the responding chairmen of industrial companies have all-white-male boards, compared with one-quarter of participating non-industrial company chairmen who report exclusive white-male board membership.

Boards of eastern organizations have the most women directors (6.7 percent), while responding chairmen of *Fortune* 1000 parent companies in the South report the fewest women (2.4 percent) serving as directors. In addition, the percentage of minority directors has increased only 2.8 percent since the beginning of the decade from 5.1 percent in 1980 to 7.9 percent in 1987.

Race and Sex

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1-1.9B	$500-999M	Less than $500M
White Males	92.1%	93.8%	90.4%	90.8%	96.9%	97.4%	95.8%
White Females	4.8	3.8	5.6	5.2	2.1	2.2	4.2
Black Males	1.7	1.1	2.4	1.9	0.7	0.0	0.0
Black Females	0.7	0.8	0.8	1.3	0.0	0.2	0.0
Hispanic Males	0.3	0.2	0.5	0.2	0.3	0.2	0.0
Other Males	0.2	0.2	0.2	0.5	0.0	0.0	0.0
Other Females	0.2	0.1	0.1	0.1	0.0	0.0	0.0
Hispanic Females	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Number of Board Meetings in 1987

Participating *Fortune* 1000 chairmen report that their boards meet an average of eight times a year, a figure that has remained constant for the last five years. Chairmen of commercial banking concerns and utility companies meet with their boards most often, an average of ten times a year, while life insurance company boards meet the fewest number of times, six.

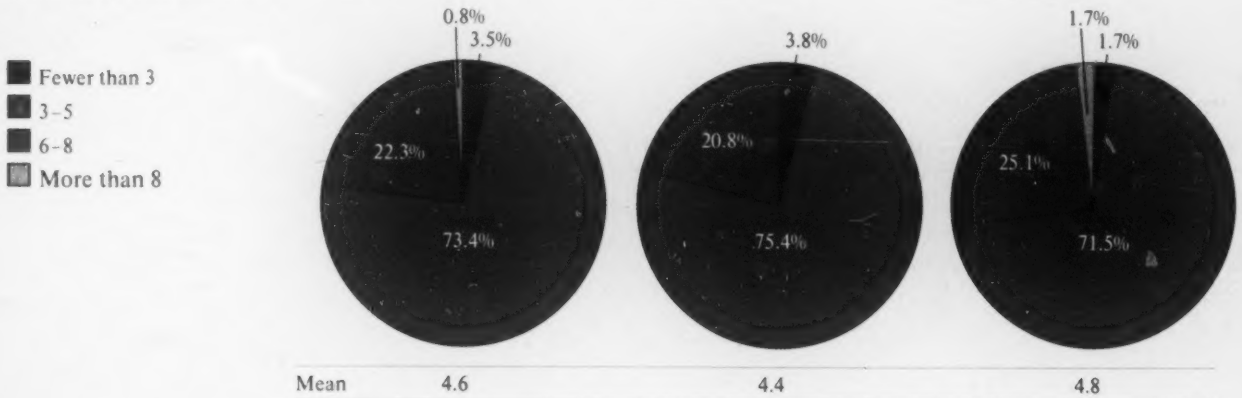
Number of Meetings

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
1–4	13.0%	10.6%	15.3%	4.9%	3.8%	20.5%	25.0%
5–9	51.7	55.3	45.8	42.6	73.1	64.1	50.0
10–14	33.3	34.1	34.7	52.5	23.1	15.4	25.0
More than 14	2.0	0.0	4.2	0.0	0.0	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	8.0	7.8	8.4	8.7	7.7	6.5	7.5

Number of Board Committees

For the past four years, *Fortune* 1000 boards have averaged five committees. Industrial organizations with sales volumes of less than $500 million deviate the most from the norm, reporting an average of three committees.

Number of Committees



	Total 1987	*Industrials*	*Non-Industrials*
Mean	4.6	4.4	4.8

Prevalence of Board Committees

As in the past, the Audit Committee is the most prevalent committee in respondents' organizations. The most dramatic increase since 1980 is in the prevalence of the Social Responsibility/Public Policy Committee, which quadrupled from 13.6 percent in 1980 to 58.1 percent in 1987. The presence of both the Finance and the Nominating Committees has increased 47.3 percent and 36.7 percent respectively since the beginning of the decade.

Committees

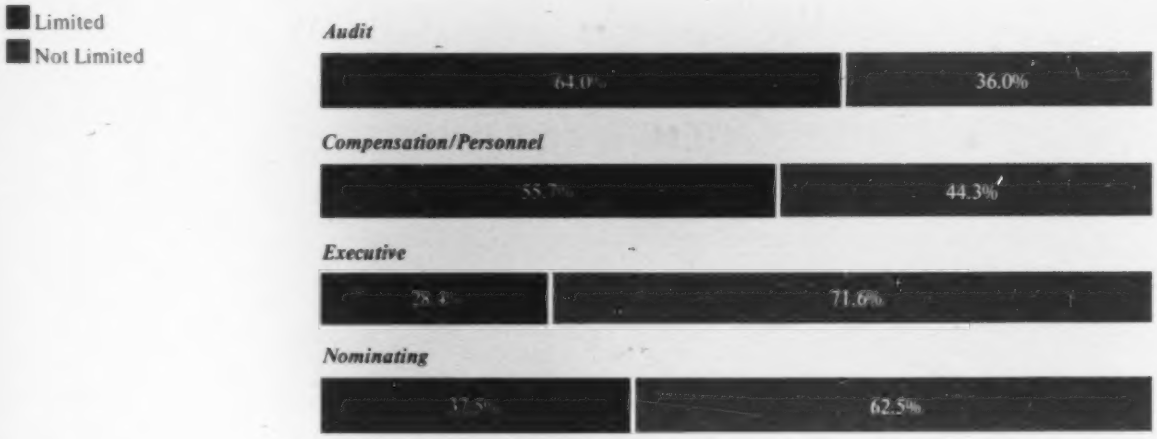
	Total 1987	*Total 1980*
Audit	100.0%	99.0%
Compensation/Personnel	99.6	92.2
Executive	95.8	82.3
Nominating	92.8	56.1
Finance	81.0	33.7
Pension/Retirement	71.1	31.4
Social Responsibility/Public Policy	58.1	13.6
Stock Options	52.8	29.4
Strategic Planning	44.2	NA
Research	19.4	NA

Results do not add to 100% due to multiple responses.

Committee Membership Restrictions

Last year, the Audit Committee was the only committee whose membership was limited by rule by a majority of respondents' organizations. Today, participating chairmen indicate that two committees are limited by rule, the Audit Committee and the Compensation/ Personnel Committee.

Of those companies limiting Audit Committee membership, three of four chairmen indicate that this committee consists solely of outside independent directors. The Compensation/ Personnel Committee is limited to outside independent directors by more than two-thirds of the represented organizations.



Committee Membership Limitation

				Industrials by Size			
Audit	***Total 1987***	***Industrials***	***Non-Industrials***	$2B or more	$1–1.9B	$500–999M	Less than $500M
Outside Independent Directors Only	77.6%	74.4%	80.3%	82.9%	69.2%	68.2%	0.0%
Outside Independent and Affiliated Non-Management Directors	16.7	19.2	14.1	12.2	30.8	22.7	0.0
Majority of Outside Independent and Affiliated Non-Management Directors	0.6	1.3	0.0	0.0	0.0	4.6	0.0
Majority of Outside Independent Directors Only	5.1	5.1	5.6	4.9	0.0	4.5	100.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Compensation/Personnel							
Outside Independent Directors Only	68.0%	61.5%	74.0%	60.0%	75.0%	62.5%	0.0%
Outside Independent and Affiliated Non-Management Directors	20.8	29.3	11.1	31.4	25.0	25.0	0.0
Majority of Outside Independent and Affiliated Non-Management Directors	3.2	4.6	1.9	2.9	0.0	6.2	100.0
Majority of Outside Independent Directors Only	8.0	4.6	13.0	5.7	0.0	6.3	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Executive							
Outside Independent Directors Only	6.1%	0.0%	5.6%	0.0%	0.0%	0.0%	NA
Outside Independent and Affiliated Non-Management Directors	9.1	21.4	0.0	20.0	0.0	25.0	NA
Majority of Outside Independent and Affiliated Non-Management Directors	21.2	35.7	11.1	60.0	0.0	25.0	NA
Majority of Outside Independent Directors Only	63.6	42.9	83.3	20.0	100.0	50.0	NA
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	NA
Nominating							
Outside Independent Directors Only	48.0%	42.9%	51.7%	61.5%	25.0%	0.0%	NA
Outside Independent and Affiliated Non-Management Directors	14.0	19.0	10.3	23.1	25.0	0.0	NA
Majority of Outside Independent and Affiliated Non-Management Directors	8.0	14.3	3.5	7.7	25.0	25.0	NA
Majority of Outside Independent Directors Only	30.0	23.8	34.5	7.7	25.0	75.0	NA
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	NA

NA: *Not Applicable*

Involvement in Officer Selection

Five of eight participating *Fortune* 1000 chairmen state that the full board or a committee of the board is involved in the selection of officers below the CEO level. Of these chairmen, one-half indicate that the task is assigned to a committee.

When the selection of officers falls to a committee, 42.5 percent of the respondents indicate that the Compensation Committee is responsible for these appointments.

Is the full board or a committee of the board involved in the selection of officers below the CEO level?

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Yes	64.5%	63.1%	66.9%	75.0%	69.2%	47.4%	0.0%
No	35.5	36.9	33.1	25.0	30.8	52.6	100.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

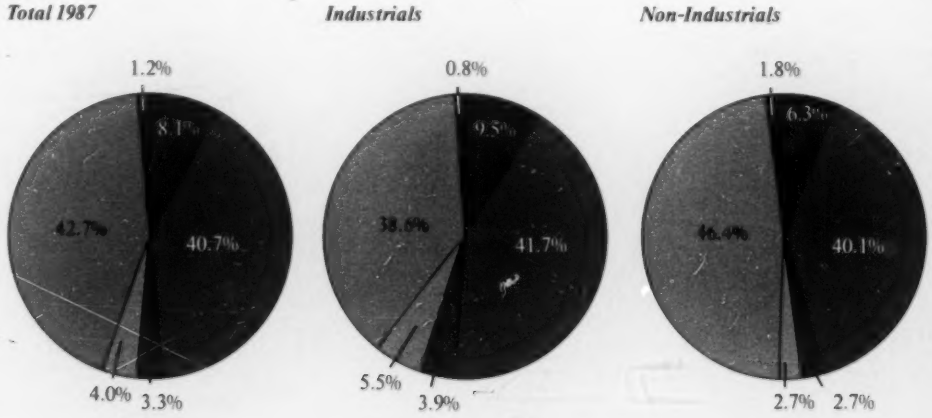
Basis of Outside Director Compensation

The proportion of respondents' organizations paying outside directors annual retainers for board and committee service and per meeting fees for both full board and committee meetings dropped slightly from 44.2 percent in 1986 to 40.7 percent in 1987. Additionally, the percentage of companies paying outside directors annual board retainers and per meeting fees for both full board and committee meetings also decreased from 44.2 percent last year to 42.7 percent this year.

- Annual retainer only

In addition to annual retainer:

- Annual retainer for committee service and per meeting fee for both full board meetings and committee meetings
- Annual retainer for committee service and per meeting fee for committee meetings
- Annual retainer for committee service and per meeting fee for full board meetings
- Per meeting fee for both full board and committee meetings
- Per meeting fee for full board meetings



Compensation of Most Highly Paid Independent Outside Directors

The most highly paid independent outside directors at respondents' organizations receive an average of $32,600 for all board activities, an increase of 13.6 percent from 1986's figure of $28,706. Among non-industrial companies, outside directors of diversified financial concerns are most highly paid, receiving an average of $36,900. Outside directors of transportation companies average the lowest compensation, $22,300.

	Total 1987	*Industrials*	*Non-Industrials*	*Total 1986*
Less than $15,000	4.5%	2.4%	6.4%	5.9%
$15,000-19,999	11.0	10.4	12.7	14.2
$20,000-24,999	15.9	16.8	12.7	16.7
$25,000-29,999	18.2	20.8	16.4	25.1
$30,000-34,999	17.1	14.4	19.1	14.7
$35,000-39,999	13.8	16.0	12.7	9.6
More than $39,999	19.5	19.2	20.0	13.8
	100.0%	100.0%	100.0%	100.0%
Mean	$32,600	$31,500	$32,700	$28,706

Annual Cash Compensation of Outside Directors Attending All Full Board Meetings

Annual cash compensation for outside directors attending all full board meetings averages $22,000. This figure represents a 7.1 percent increase from last year's mean of $20,534.

The most highly compensated outside directors are on boards of industrial companies with sales volumes of $2 billion or more who earn, on average, $27,400 a year. Those who are paid the least, $13,500 annually, sit on boards of industrial companies with sales volumes of less than $500 million.

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1-1.9B	$500-999M	Less than $500M
Less than $9,000	3.7%	2.4%	5.5%	0.0%	0.0%	5.7%	25.0%
$ 9,000-11,999	1.6	0.0	2.8	0.0	0.0	0.0	0.0
$12,000-14,999	8.2	7.3	10.1	0.0	0.0	22.8	25.0
$15,000-17,999	16.5	13.7	20.2	1.7	20.8	25.7	50.0
$18,000-20,999	15.2	13.7	15.6	8.5	16.7	22.9	0.0
$21,000-24,999	16.0	19.4	11.0	20.3	25.0	14.3	0.0
$25,000-29,999	23.9	24.2	23.8	33.9	33.3	2.8	0.0
More than $29,999	14.9	19.3	11.0	35.6	4.2	5.8	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	$22,000	$23,400	$20,600	$27,400	$23,000	$17,900	$13,500

Perquisites for Outside Directors

As was true last year, the only perquisite awarded by a majority of companies to their directors is matching gifts. However, almost half of the participating *Fortune* 1000 chairmen indicate their directors receive first-class air travel as a perquisite.

Perquisites

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Matching Gifts	50.2%	58.8%	40.9%	72.1%	64.0%	41.0%	25.0%
First-Class Air Travel	49.8	55.0	43.5	62.3	52.0	48.7	0.0
Travel Allowance	47.1	47.3	48.7	49.2	44.0	48.7	25.0
Travel Insurance	42.0	44.3	43.5	52.5	44.0	35.9	25.0
Accident Insurance	23.7	26.0	21.7	32.8	12.0	25.6	0.0
Life Insurance	19.5	20.6	19.1	31.1	8.0	12.8	0.0
Product/Service Discount	14.4	16.0	12.2	21.3	12.0	10.3	25.0
Travel Allowance for Spouse	12.8	13.0	13.0	13.1	16.0	10.3	0.0
Medical Insurance	10.1	7.6	13.0	13.1	0.0	2.6	0.0
Stock Options	6.6	3.8	7.8	6.6	0.0	2.6	0.0
Other	10.1	9.9	10.4	8.2	16.0	10.3	0.0
No Perquisites	12.5	9.9	15.7	4.9	4.0	17.9	50.0

Results do not add to 100% due to multiple responses.

Outside Directors' Time Commitment

Outside directors will spend 1.8 days less on full board matters in 1987 than they did in 1986, an average of 14.0 days compared with 15.8 days. Directors of retail organizations will invest the most time in board matters this year, an average of 16.8 days, while outside directors of life insurance concerns will spend the least amount of time—9.9 days—on board activities.

Days

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Less than 5	5.9%	2.5%	10.6%	0.0%	4.2%	2.8%	25.0%
5–9	15.3	13.1	16.4	8.9	12.5	19.5	25.0
10–14	36.4	36.9	36.5	32.1	45.8	36.1	25.0
15–19	19.5	25.4	13.5	30.4	25.0	22.2	0.0
20–29	19.1	20.5	16.3	25.0	12.5	19.4	25.0
More than 29	3.8	1.6	6.7	3.6	0.0	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	14.0	14.2	13.7	15.7	12.8	13.5	10.5

Average Compensation for Committee Service

All retainer and meeting fees for committee chairmen and members are higher this year than in 1986. Retainers for committee members increased the most. They range from an increase of 15 percent for the Executive Committee ($2,674 to $3,085) to 55 percent for the Audit Committee ($2,360 to $3,654).

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Audit							
Chairman							
Retainer	$4,016	$4,729	$3,206	$4,628	$4,369	$5,468	$3,500
Meeting fee	711	753	670	860	608	677	583
Member							
Retainer	3,654	4,427	2,606	3,233	5,443	5,795	NA
Meeting fee	674	693	650	775	661	604	550
Compensation/Personnel							
Chairman							
Retainer	3,791	4,569	2,859	4,136	4,567	5,575	5,000
Meeting fee	712	751	675	847	697	641	583
Member							
Retainer	3,245	4,201	2,018	2,803	4,350	6,106	NA
Meeting fee	653	678	619	762	681	569	550
Executive							
Chairman							
Retainer	4,370	5,012	3,731	5,850	4,700	3,317	NA
Meeting fee	567	723	450	792	664	634	NA
Member							
Retainer	3,085	4,459	2,214	1,975	9,000	6,000	NA
Meeting fee	644	654	646	687	719	579	NA
Nominating							
Chairman							
Retainer	3,416	4,147	2,641	3,263	4,433	6,588	NA
Meeting fee	720	735	719	783	655	698	500
Member							
Retainer	3,632	4,984	1,782	2,520	6,200	9,148	NA
Meeting fee	676	697	655	751	641	637	500

NA: *Not Applicable*

Retirement Policy for Outside Directors

Three of four *Fortune* 1000 parent companies have a retirement policy for outside directors, a slight decrease from seven of nine participating chairmen who indicated their boards having such a policy last year. As usual, *age only* is the basis for retirement in 85.4 percent of the organizations, with 70 specified as the retirement age by five of eight chairmen.

Of the organizations that do not have a retirement policy, only 12.8 percent are planning to institute one in 1988.

Retirement Policy

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Yes	75.4%	80.2%	70.3%	86.9%	76.0%	74.4%	50.0%
No	24.6	19.8	29.7	13.1	24.0	25.6	50.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Retirement Income for Outside Directors

The percentage of *Fortune* 1000 organizations offering retirement income to outside directors has increased by 8.7 from 28.9 percent last year to 37.6 percent in 1987. Nine of ten responding chairmen state the basis for retirement income is length of full board service, the same determining factor as in the past.

Retirement Income

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Yes	37.6%	42.3%	33.0%	44.3%	40.0%	39.5%	25.0%
No	62.4	57.7	67.0	55.7	60.0	60.5	75.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Attitudes Toward Firing Directors and Chief Executives

One of five participating chairmen indicate that they have fired a director. Of these chairmen, more than one-third cite conflict of interest as the reason. Additionally, more than half the responding chairmen detect a changing attitude on behalf of boards concerning their willingness to fire their CEOs.

Have you ever fired a director?

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Yes	20.8%	15.3%	26.3%	11.5%	24.0%	17.9%	0.0%
No	79.2	84.7	73.7	88.5	76.0	82.1	100.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Reasons for Firing Directors

				Industrials by Size			
	Total 1987	*Industrials*	*Non-Industrials*	$2B or more	$1–1.9B	$500–999M	Less than $500M
Conflict of interest	35.2%	25.0%	41.9%	42.9%	33.3%	0.0%	NA
Poor attendance	20.4	20.0	22.6	0.0	16.7	42.9	NA
Incompetence	18.5	25.0	16.1	28.6	16.7	28.6	NA
Health-related problems	9.3	5.0	9.7	14.3	0.0	0.0	NA
Improprieties	9.3	5.0	12.9	14.3	0.0	0.0	NA
Lack of interest	7.4	5.0	9.7	14.3	0.0	0.0	NA
Other	20.4	25.0	16.1	0.0	50.0	28.6	NA

Results do not add to 100% due to multiple responses.

NA: *Not Applicable*

D&O Liability Insurance

Five of eight participating *Fortune* 1000 board chairmen report that their D&O (director and officer) liability insurance premiums have increased substantially since last year. However, the average premium increase of 219 percent is dramatically less than the 506 percent increase reported in 1986.

Although their D&O liability insurance premiums have increased, four of five responding chairmen state that the rise has not caused them to reduce their coverage. Additionally, one of six participants indicates that his company has experienced a lawsuit against its directors during the last three years. And one-third of the chairmen have brought in outside experts to counsel their boards on D&O liability insurance. Of those chairmen who have not, 3.8 percent plan to do so within the next year.

Premium Increase

Percent of Increase

	Total 1987	*Industrials*	*Non-Industrials*
Less than 25	30.9%	32.0%	31.7%
25–49	9.3	10.0	7.3
50–74	13.4	10.0	14.6
75–199	15.4	16.0	14.6
200–499	18.6	22.0	17.1
More than 499	12.4	10.0	14.7
	100.0%	100.0%	100.0%
Mean	219%	211%	244%

Current Concerns of the Board

As was the case last year, financial results, followed by strategic planning and management succession, continue to be the top three concerns of the boards of America's largest industrial and non-industrial companies.

Concerns

	Total 1987	*Industrials*	*Non-Industrials*
Financial results	1.68	1.79	1.56
Strategic planning	2.39	2.30	2.49
Management succession	3.13	2.96	3.29
Financing/capitalization	3.28	3.54	2.98
Multinational issues	3.42	3.60	2.50
Day-to-day operations	3.59	3.87	3.35
Mergers	3.59	3.67	3.54
Litigation	3.72	3.14	4.09
Top management performance/ compensation	3.78	3.70	3.84
Takeovers	3.83	3.70	3.93
Acquisitions	3.87	3.97	3.76
Shareholder relations	3.94	3.88	4.07
Corporate ethics	4.05	3.96	4.42
Government relations	4.40	3.75	4.64

Key

The scores shown represent the mean ranking of each concern by participating chairmen. A score of 1.00 would indicate the concern ranked first among all considered. Thus, the lower the score, the higher the average ranking.

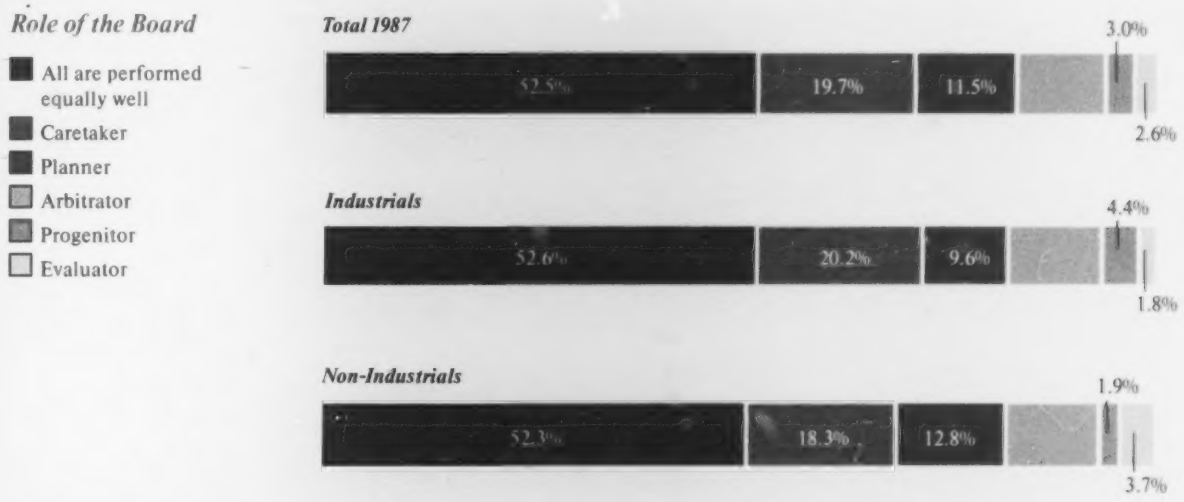
The Chairman of the Board

The typical responding *Fortune* 1000 chairman of the board is a 59-year-old white male who has served in this capacity for seven years and is chief executive officer of his corporation. He sits on two boards in addition to his own and would not serve on a board that did not offer D&O liability insurance. He has also declined invitations to serve on a corporate board during the past three years, citing lack of time as the determining factor in his decision.

		Total 1987	*Industrials*	*Non-Industrials*
Age	40–49	7.4%	4.7%	10.3%
	50–59	45.3	47.2	45.7
	60–69	44.5	43.4	43.1
	Older than 69	2.8	4.7	0.9
		100.0%	100.0%	100.0%
	Mean	58.8	59.3	58.1
Chairman as CEO	CEO	86.2%	87.6%	86.1%
	Not CEO, but active in company management	11.0	10.1	10.4
	Not active in company management	2.8	2.3	3.5
		100.0%	100.0%	100.0%
Number of Directorships, Excluding Own Company	None	13.9%	14.2%	12.3%
	One	16.7	17.3	16.7
	Two	27.9	26.0	30.6
	Three	21.1	21.2	21.0
	Four	12.4	13.4	11.4
	More than four	8.0	7.9	8.0
		100.0%	100.0%	100.0%
	Mean	2.3	2.3	2.3
Would you serve on a board that did not offer D&O liability insurance?	Yes	5.7%	5.6%	6.3%
	No	86.1	84.8	86.5
	I currently do	4.9	6.4	3.6
	I have in the past	3.3	3.2	3.6
		100.0%	100.0%	100.0%
If you have declined corporate directorship invitations during the past three years, why?	Lack of time	76.9%	79.3%	75.9%
	Conflict of interest	6.8	5.7	7.4
	Lack of interest in company	5.4	6.9	3.7
	Lack of confidence in board quality	3.4	3.4	1.9
	Potential liability risk	3.4	2.3	5.5
	Lack of confidence in management quality	2.1	1.2	3.7
	Other	2.0	1.2	1.9
		100.0%	100.0%	100.0%

Evaluation of Board Performance by Function

A majority of participating *Fortune* 1000 chairmen believe that their boards perform all of the functions listed below equally well.



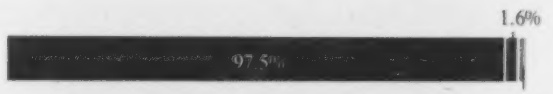
Key

Caretaker	protecting corporate assets for the long-term interests of shareholders
Arbitrator	approving major corporate decisions as legally required; guiding the organization according to statutes
Planner	creating and monitoring strategic goals to secure long-term growth and stability; approving mergers and acquisitions
Evaluator	selecting and removing top managers; providing for smooth management succession
Progenitor	planning for short- and long-term growth in profits and capital gains

Views of Chairmen

- Agree
- Disagree
- No Opinion

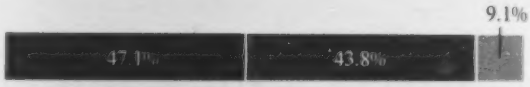
Boards are increasingly diligent concerning their legal responsibilities to protect the financial interests of shareholders.



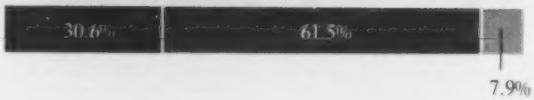
Auditors of public companies should be required by law to maintain regular communication with the audit committee, or in its absence with the full board of directors, to better guard the interests of stockholders and lenders.

Special litigation committees, comprised of outside directors, can render independent and unbiased judgments on the merits of shareholder claims.

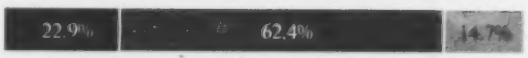
America's largest publicly held companies should be legally required to have a majority of outside directors on their boards.



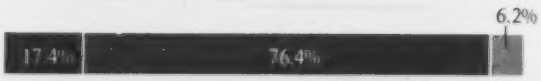
The "old-boy" network is the primary method used to recruit new board members.



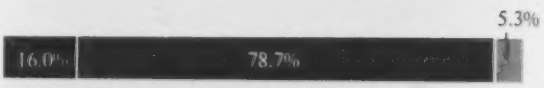
John Nash, president of the National Association of Corporate Directors, is right in suggesting that as a prerequisite for board membership, prospective directors be required to pass a basic test on their ability to understand financial statements.



Legislation which allows shareholders to exempt directors from financial liability for failure to live up to "the duty of due care" gives directors immunity that eliminates vital checks on their conduct.



Boards spend too much time on bureaucratic tasks, rather than assisting corporate management with business problems.



Outside directors should receive a significant part of their compensation in the form of stock options.

About Heidrick and Struggles

For more than three decades, Heidrick and Struggles has devoted its full resources and capabilities to providing superior executive search services worldwide. Client organizations within every one of the world's major industries as well as in the fields of not-for-profit, health care, and education retain Heidrick and Struggles to identify, evaluate, and attract high caliber executive talent for specific opportunities within middle and top management and for boards of directors. One of the best known and most experienced in executive selection, the firm is comprised of more than 90 professionals, supported by a sophisticated information base in a network of 19 offices located in major business centers in the United States and Europe.

To contribute to the body of knowledge available on boards of directors, Heidrick and Struggles annually publishes this survey. The firm is pleased to add this publication to others it produces to report trends of significance to directors and senior management.

Publications

A list of recent Heidrick and Struggles publications appears below. Copies and prices are available from the firm's Communications/Public Relations Department in Chicago.

United States

The Changing Board
A survey of chairmen and the boards they direct (issued annually since 1966)

Director Data
Chief Executive Officer
Financial Services Chief Executive
Information/Technology Chief Executive Officer
Health Care Chief Executive
The University and College President
Profile of a Chief Financial Officer
Profile of a Chief International Officer
Profile of a Bank and Bank Holding Company Chief Executive Officer
Human Resources: Function in Transition
Research and Development
Mobile Manager
The Corporate Woman Officer

The Search for Management
Services of an executive search consulting firm

Europe

Le Talent De Diriger
Chief Executive Officer Data
The U.K. Chief Executive and His Outlook
The Characteristics of Newly Appointed CEOs in the U.K.
Profile of the Chief Financial Officer in the United Kingdom
Karriere-Ingenieure in Deutschland
Leiter Finanz- und Rechnungswesen in Deutschland
Chief Marketing Executive in the United Kingdom
Der Geschaftsfuhrer in Deutschland
Der Marketing-Leiter in Deutschland
Der Vertriebsleiter in Deutschland
Die Situation im Maschinen- und Anlagenbau
Der Marketing-Leiter in der EDV-Branche
Profile of a Chief International Officer
La Mobilità dell'Alta Direzione in Italia
Leiter Personalwesen in Deutschland
Le Directeur Du Personnel en France
Top Management in the U.K. Computing Industry
Information Technology—The Management of Change in the U.K.

The Search for Management in Europe
Brochure describing the services of an executive search consulting firm in Europe (available in Dutch, English, French, and German)

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About This Study

Heidrick and Struggles conducted this survey of chief financial officers of *Fortune* 1000 parent organizations to contribute to a better understanding of leadership positions. Members of our survey sample head 878 of the nation's largest industrial and non-industrial companies. Responses were received from 38.7 percent of the selected population.

Heidrick and Struggles is grateful to the participating chief financial officers who took the time and effort necessary to make this study possible.

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Introduction

It is safe to say that the challenge has never been greater for chief financial officers. Rapidly changing international financial markets, friendly and unfriendly takeovers, gyrating stock markets, and rapidly changing information management technology all contribute to placing chief financial officers in the spotlight.

Who are these financial leaders? Chief financial officers of *Fortune* 1000 parent companies who responded to this survey are seasoned professionals who have been with their companies an average of 13.5 years, the last 5 of which have been spent as chief financial officer. As expected, participants have come up the financial ranks. One-third were hired from outside their organizations to their current positions. And prior to becoming CFOs, 17 percent were controllers and 16 percent were treasurers with their present companies.

Participating CFOs understand that it takes a certain set of attributes to handle their companies' financial interests. "People" skills, financial acumen, and integrity are reported as the top three qualities needed by today's CFO. Three of four respondents also indicate strategic planning to be the area of expertise that they believe will increase in importance within the next five years.

Given the unpredictable economic climate and its effects on their organizations, respondents realize it takes more than education and personal know-how to move their financial strategies and goals forward. While four of seven have advanced degrees, they do not rank educational credentials high on the list of factors that contributed to their success. They believe staffing is key. Four of nine participants report their major challenge is employing top people with expertise in the traditional control, budgeting, taxation, regulation, and treasury support areas.

Regardless of the challenges they face, responding chief financial officers mean to persevere. One-quarter envision their next posts to be senior management positions within their present companies and three of eight plan to retire from their current jobs. With an average age of 50, these individuals have time to contribute to their organizations' future success.

Ronald E. Gerevas
President and CEO
Heidrick and Struggles

Highlights

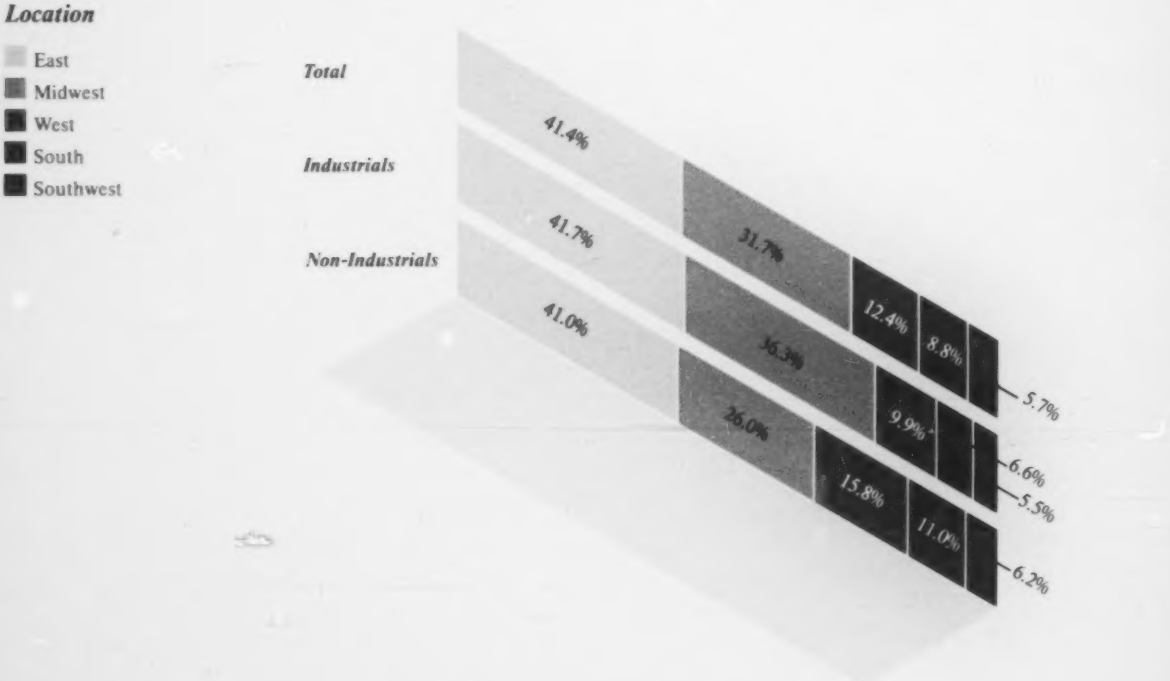
The typical *Fortune* 1000 chief financial officer in our study:

- ☐ Is a 50-year-old white Protestant male, married to his first spouse
- ☐ Earns average annual cash compensation (base and bonus) of $292,000
- ☐ Has been with his present company for an average of 13.5 years
- ☐ Devotes 58 hours a week to work and spends less than one-fourth of this time on business travel
- ☐ Has worked for three full-time employers thus far in his career and geographically relocated three times
- ☐ Believes strategic planning to be the area of expertise that will increase in importance to CFOs
- ☐ Indicates that hard work contributed most to his success
- ☐ Holds the view that chief financial officers should look toward Europe or Asia to raise capital, rather than restrict investor relations activities to the United States
- ☐ Agrees that organizations seek chief financial officers who are business generalists, rather than specialists in accounting or other segments of finance

Company Type and Location

The majority (54.9 percent) of responding chief financial officers are employed by industrial companies. Almost three-quarters of the *Fortune* 1000 participants are located in the East or Midwest.

Location



Title and Reporting Structure

Three of five respondents hold the "Chief Financial Officer" title, either alone or combined with another designation. The single title, "Chief Financial Officer," is most often found in the commercial banking industry, where three of seven participants hold this title alone.

Three of five responding chief financial officers indicate that they report either to the chairman and chief executive officer or to the chairman, president, and chief executive officer.

Title

	Total	*Industrials*	*Non-Industrials*
Chief Financial Officer	24.2%	21.6%	27.2%
Chief Financial Officer and Treasurer	7.7	4.3	11.9
Senior Vice President, Finance and Chief Financial Officer	7.4	9.2	5.3
Senior Vice President, Finance	5.6	5.9	5.3
Executive Vice President, Finance and Administration	5.3	4.3	6.6
Vice President, Finance	5.3	7.6	2.6
Senior Vice President and Chief Financial Officer	4.7	6.5	2.6
Vice Chairman and Chief Financial Officer	4.7	4.3	4.6
Executive Vice President and Chief Financial Officer	4.7	2.7	7.3
Chief Financial Officer and Vice President, Finance	4.4	7.0	1.3
Vice President and Treasurer	3.5	4.9	2.0
Executive Vice President, Finance	3.5	3.2	4.0
All Others	19.0	18.5	19.3
	100.0%	100.0%	100.0%

Cash Compensation

Average total 1987 annual cash compensation (base and bonus) reported by responding chief financial officers is $292,000. This figure represents almost a 100 percent increase over the 1980 mean of $146,284.

Participants who are employed at industrial organizations with sales volumes of $2 billion or more average the highest salary, $399,000. Eastern-based chief financial officers are awarded $315,000 average annual pay, higher than their counterparts in the Midwest, South, Southwest, and West.

Total Cash Compensation (base and bonus)

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Less than $150,000	12.6%	9.0%	16.5%	1.3%	12.7%	16.0%
$150,000-249,999	33.3	32.8	33.8	17.6	31.9	58.0
$250,000-349,999	25.8	28.5	23.2	28.7	40.5	18.0
$350,000-449,999	14.7	14.0	15.2	21.3	8.5	8.0
$450,000-699,999	11.1	11.8	10.5	22.3	6.4	0.0
More than $699,999	2.5	3.9	0.8	8.8	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	$292,000	$308,000	$273,000	$399,000	$261,000	$214,000

Perquisites

Stock options, D&O liability insurance, automobiles, extra life insurance, financial counseling, and deferred compensation are perquisites awarded to the majority of responding *Fortune* 1000 chief financial officers. Additionally, one-third report receiving first-class air travel, town club memberships, country club memberships, and use of company planes.

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Stock options	83.2%	87.5%	78.3%	95.2%	80.9%	82.7%
D&O liability insurance	79.6	83.7	74.3	81.9	89.4	82.7
Automobile	62.2	61.4	62.5	51.8	74.5	67.3
Extra life insurance	58.1	59.2	56.6	66.3	66.0	42.3
Financial counseling	50.7	59.2	40.8	72.3	63.8	34.6
Deferred compensation	50.4	51.6	49.3	60.2	46.8	42.3
First-class air travel	43.7	43.5	43.4	57.8	34.0	28.8
Town club membership	42.8	46.2	38.2	48.2	53.2	38.5
Country club membership	34.2	33.7	34.2	33.7	40.4	28.8
Use of company plane	33.0	43.5	21.1	66.3	38.3	13.5
Performance shares	29.2	32.6	25.0	34.9	29.8	32.7
Reimbursement of medical costs	16.2	15.8	16.4	15.7	17.0	15.4
Legal counseling	10.3	13.6	6.6	18.1	10.6	9.6
Low-cost loans	9.1	4.3	15.1	3.6	4.3	5.8
All others	8.0	8.2	8.0	7.2	10.7	7.6
None	2.7	2.2	2.6	1.2	0.0	5.8

Results do not add to 100% due to multiple responses.

Management Contracts and Golden Parachutes

Only one-third of the participating chief financial officers indicate they have a management contract. Of those who do, four of five report a golden parachute clause with provisions for two to three years' salary.

Do you have a management contract?

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Yes	33.2%	37.8%	26.8%	31.3%	43.7%	44.2%
No	66.8	62.2	73.2	68.7	56.3	55.8
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Does your management contract contain a golden parachute clause?

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Yes	82.1%	81.4%	85.0%	88.5%	81.0%	73.9%
No	17.9	18.6	15.0	11.5	19.0	26.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Present Company

Responding chief financial officers have been with their present companies an average of 13.5 years. CFOs of utility companies report being with their organizations the longest, 21 years, while those from diversified financial services concerns indicate the fewest number of years with their employers, 9. In addition, participants have held their present position an average of five years.

Years with Present Employer

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Less than 2	5.9%	7.1%	4.7%	6.1%	12.5%	3.8%
2-5	23.1	21.7	25.1	19.5	20.8	25.0
6-10	17.2	15.2	18.5	11.0	20.8	17.3
11-15	15.9	15.2	17.2	13.4	14.6	19.2
16-20	13.6	13.6	13.9	12.2	10.4	19.2
21-25	10.7	12.0	9.3	14.6	14.6	5.8
26-30	6.2	7.1	4.6	9.8	4.2	5.8
More than 30	7.4	8.1	6.7	13.4	2.1	3.9
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	13.5	13.9	12.9	16.1	11.0	13.0

Years in Present Post

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Less than 2	15.5%	16.2%	14.9%	18.1%	20.8%	9.6%
2-3	34.2	36.8	31.7	37.3	35.4	36.5
4-5	19.3	18.4	19.6	16.9	14.6	25.0
6-10	20.5	18.9	22.3	18.1	27.1	13.5
11-15	8.0	8.1	8.1	8.4	2.1	11.5
More than 15	2.5	1.6	3.4	1.2	0.0	3.9
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	4.9	4.6	5.2	4.4	4.1	5.4

Immediate Previous Position

Five of nine participants held a financial position within their present companies prior to becoming chief financial officers. Of these, the most common financial posts were controller and treasurer (17.0 percent and 15.7 percent respectively). One of seven was chief financial officer of another company prior to obtaining his present position.

More than half of the respondents came to their current positions through the initiative of the CEO. One of five gained his post through an executive search firm.

Previous Position				*Industrials by Size*		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Financial Position, Present Company						
Controller	17.0%	22.6%	9.7%	20.7%	20.8%	26.0%
Treasurer	15.7	17.5	13.9	14.3	20.8	20.0
Vice President, Finance	3.4	4.0	2.8	6.5	2.1	2.0
Senior Vice President, Finance	2.2	0.0	4.2	0.0	0.0	0.0
Senior Vice President, Treasurer	1.5	1.1	2.1	0.0	4.2	0.0
Senior Vice President and Corporate Comptroller	1.2	1.1	1.4	1.3	0.0	2.0
Other	13.6	9.6	18.7	11.7	6.3	10.0
Chief Financial Officer of Another Company	14.5	13.0	16.0	11.7	20.8	6.0
Financial Position, Another Company						
Vice President, Treasurer	4.3	5.1	3.5	3.9	2.1	10.0
Other	7.4	7.9	6.9	7.8	8.3	8.0
Other Post, Present Company	10.5	11.3	9.7	11.7	10.4	12.0
Other Post, Another Company	8.0	6.2	10.4	9.1	4.2	4.0
Other	0.7	0.6	0.7	1.3	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

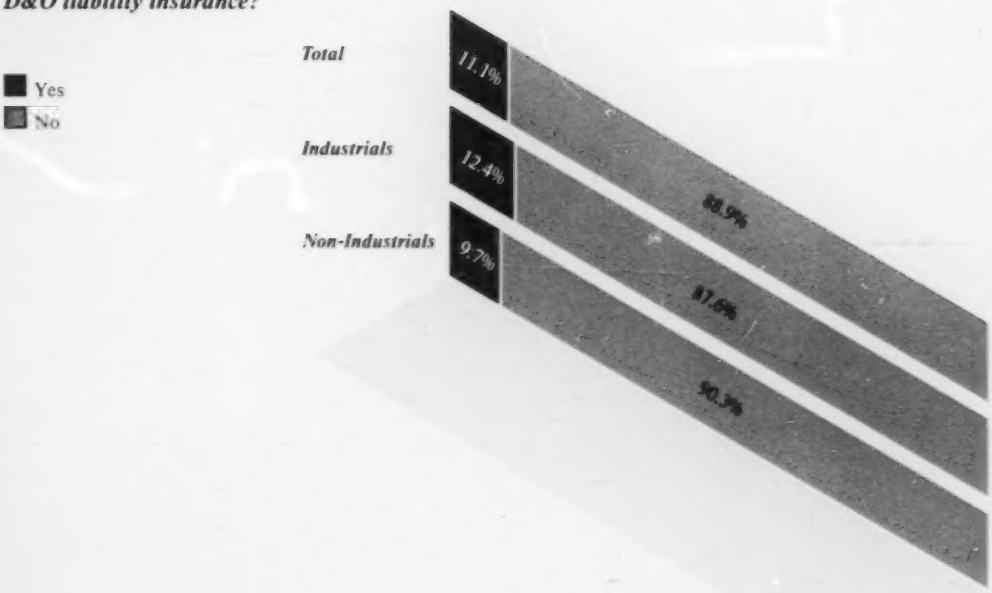
Directorships

Only one-quarter of the responding chief financial officers are directors of their parent companies. However, participants hold an average of six board memberships of subsidiary units of their parent organizations. Eight of nine report they would not serve on a board that did not offer D&O (director and officer) liability insurance.

Number of directorships held in subsidiary units of parent company

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2E or More	$1–1.9B	Less than $1B
Zero	7.6%	7.3%	8.2%	7.0%	2.6%	11.2%
1–2	25.8	27.4	24.3	31.5	17.9	33.3
3–5	33.1	33.1	32.4	29.8	41.0	29.6
6-10	22.5	26.6	18.0	22.8	33.3	25.9
More than 10	11.0	5.6	17.1	8.9	5.2	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	5.9	5.2	6.7	5.5	5.6	4.1

Would you serve on a board that did not offer D&O liability insurance?



Number of Full-Time Employers and Geographic Relocations

The typical responding chief financial officer has had three full-time employers thus far in his career. Additionally, he indicates having geographically relocated three times. CFOs of diversified services companies and commercial banks have moved the least, an average of once.

Full-Time Employers

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
One	11.5%	10.6%	12.8%	16.0%	8.5%	3.9%
Two	27.2	23.9	31.7	25.9	19.1	23.5
Three	32.6	33.8	31.1	25.9	42.6	39.2
Four	13.9	13.9	14.2	12.4	17.0	13.7
Five	10.6	12.2	8.1	12.4	10.6	13.8
More than five	4.2	5.6	2.1	7.4	2.2	5.9
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	3.0	3.1	2.8	3.1	3.1	3.3

Number of Geographic Relocations

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1-1.9B	Less than $1B
Zero	24.0%	16.6%	33.7%	11.0%	21.2%	20.0%
One	13.4	10.5	17.2	12.2	12.8	6.0
Two	20.4	21.5	19.3	25.6	14.9	22.0
Three	12.8	14.4	9.7	12.2	19.1	14.0
Four	9.7	10.5	9.0	12.2	4.3	14.0
Five	7.9	9.9	5.5	7.3	8.5	14.0
More than five	11.8	16.6	5.6	19.5	19.2	10.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	2.7	3.3	2.0	3.4	3.4	3.0

Challenges and Qualities

Four of nine responding chief financial officers indicate the major challenge they are currently facing is employing top people with expertise in the traditional control, budgeting, taxation, regulation, and treasury support areas. Additionally, participants report "people" skills, financial acumen, and integrity as the top three qualities needed by today's chief financial officers.

Challenges

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Employing top people with expertise in the traditional control, budgeting, taxation, regulation, and treasury support areas	44.8%	49.4%	38.9%	49.3%	40.9%	57.1%
Long-term financial/business planning	33.1	32.9	34.0	37.3	29.5	30.6
Managing the activities of a diverse group of asset managers, securitizers, market makers, traders, and the like	8.5	5.9	11.8	4.0	15.9	0.0
Creating a comprehensive financial reporting system	5.4	4.1	6.9	1.4	2.3	10.2
Developing a pricing strategy for goods and services	1.6	0.6	2.1	0.0	2.3	0.0
Short-term financial/ business planning	1.3	0.6	2.1	0.0	2.3	0.0
Collections and receivables	0.3	0.0	0.7	0.0	0.0	0.0
Long-term borrowing/ interest rates	0.3	0.0	0.7	0.0	0.0	0.0
The impact of tax changes	0.3	0.6	0.0	0.0	2.3	0.0
Short-term borrowing/ interest rates	0.0	0.0	0.0	0.0	0.0	0.0
Other	4.4	5.9	2.8	8.0	4.5	2.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Policies and Their Effects

Two of five responding chief financial officers report the area that most affects their organizations' financial decisions is economic policy (fiscal monetary trends, foreign exchange controls, changing tax policies). However, half of the participants who are employed by non-industrials indicate that financial policies (market institution regulation, interest rate controls, credit ratings) most affect financial decisions.

Policies

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Economic policy (fiscal monetary trends, foreign exchange controls, changing tax policies)	39.7%	51.1%	26.9%	55.8%	38.2%	58.7%
Financial policy (market institution regulation, interest rate controls, credit ratings)	35.6	22.7	50.3	27.3	27.7	10.9
Operating policy (domestic content requirements, environmental regulations)	8.1	9.3	6.9	1.3	14.9	17.4
Investment policy (investment incentives, local ownership levels)	5.3	6.4	3.4	6.5	6.4	6.5
Labor policy (wage policies, unionization, employment regulations)	2.8	0.6	5.5	0.0	0.0	0.0
Trade policy (tariff/quota changes, import licensing, export assistance)	2.5	2.9	2.1	1.3	4.3	4.3
Regulations	1.6	0.6	2.8	1.3	0.0	0.0
Other	4.4	6.4	2.1	6.5	8.5	2.2
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Concerns and Responsibilities

Long-term financial and business planning, short-term financial and business planning, and evaluating financial impacts on organizations are listed as the concerns that demand the most attention from the majority of responding chief financial officers. In addition, six of seven participants report the responsibility of serving as a key member of top management consumes the greatest portion of their time.

Concerns

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Long-term financial/ business planning	74.5%	72.9%	75.8%	80.2%	77.1%	60.0%
Short-term financial/ business planning	69.1	68.5	69.8	66.7	62.5	80.0
Evaluating financial impacts on organization	68.8	63.0	75.2	59.3	70.8	60.0
Financial staffing needs	46.2	50.8	40.3	51.9	52.1	50.0
The impact of tax changes	34.2	33.7	34.2	34.6	27.1	38.0
Efficient use of state-of-the-art financial control systems	28.5	28.2	29.5	25.9	27.1	32.0
Long-term borrowing/ interest rates	23.1	16.6	31.5	13.6	20.8	18.0
Cash flow problems	18.9	22.7	14.8	21.0	18.8	30.0
Pension/retirement plan funding	18.6	29.3	5.4	33.3	29.2	24.0
Changing financial management responsibilities as a result of decentralization	18.3	20.4	15.4	18.5	22.9	20.0
Government financial compliance regulations	15.3	11.0	20.8	9.9	12.5	10.0
Short-term borrowing/ interest rates	12.9	5.5	22.1	4.9	4.2	8.0
Employee benefits funding	9.6	11.6	7.4	6.2	14.6	16.0
Impact of foreign currency fluctuations	7.8	11.6	3.4	18.5	6.3	6.0
Government tax requirements/ reports	6.6	6.6	6.7	4.9	8.3	8.0
Collections and receivables	4.2	4.4	3.4	2.5	8.3	4.0
Impact of inflation on cost, cash flow, receivables, etc.	2.4	3.3	1.3	1.2	4.2	2.0
Mergers and/or acquisitions	1.8	1.7	2.0	3.7	0.0	0.0
Problems of computer security	1.5	2.2	0.7	1.2	6.3	0.0
Cost of inventory	1.2	1.7	0.7	1.2	2.1	0.0
Investor relations	0.3	0.6	0.0	0.0	2.1	0.0
Other	8.4	9.4	7.4	6.2	14.6	10.0

Results do not add to 100% due to multiple responses.

Expertise and Priorities

Three of four participating chief financial officers indicate the area of expertise that will increase in importance to them within the next five years will be strategic planning. More than one-fifth of the respondents report that identifying, capturing, and manipulating critical information will be their top priority this year.

Areas of Expertise

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Strategic planning	76.8%	75.7%	77.7%	70.7%	83.3%	77.6%
Business valuation/ acquisitions/divestitures	49.4	49.2	48.6	46.3	58.3	46.9
Information systems	39.5	35.9	43.9	30.5	41.7	38.8
Capital financing/budgeting	31.9	29.8	35.1	29.3	33.3	28.6
Human resources management	26.8	31.5	21.6	42.7	20.8	22.4
Competitive analysis	25.6	27.6	23.6	26.8	27.1	28.6
Tax impact/reform	20.8	21.5	19.6	24.4	12.5	24.5
Investment strategy	14.2	12.7	15.5	18.3	8.3	8.2
Cost accounting	5.4	6.6	4.1	3.7	4.2	12.2
Portfolio management	3.6	3.3	4.1	0.0	6.3	6.1
Other	1.5	2.2	0.7	2.4	2.1	2.0

Results do not add to 100% due to multiple responses.

Factors Contributing to Success

Five of nine responding chief financial officers indicate that hard work contributed most to their success. More than one-third report leadership ability, "people" skills, and intelligence also played a key role.

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Hard work	56.4%	56.5%	57.5%	59.5%	46.8%	59.2%
Leadership ability	48.5	46.9	49.3	50.6	46.8	42.9
"People" skills	36.8	38.4	34.9	46.8	36.2	28.6
Intelligence	35.3	37.3	32.2	34.2	38.3	42.9
Results orientation	26.7	27.1	25.3	25.3	27.7	30.6
Record of success	25.8	25.4	26.7	26.6	29.8	18.4
Supportive superiors	19.3	17.5	21.9	12.7	19.1	24.5
Decisiveness	16.9	16.4	17.1	16.5	10.6	20.4
Timing	12.3	12.4	12.3	11.4	10.6	14.3
Luck	11.7	10.7	13.0	10.1	10.6	10.2
Educational credentials	4.3	2.8	6.2	1.3	6.4	2.0
Other	2.1	1.7	2.7	1.3	4.3	0.0

Results do not add to 100% due to multiple responses.

Hours Devoted to Business

Participating chief financial officers devote an average of 58 hours weekly to business. Almost twice as many CFOs spend 60–69 hours per week at their jobs than they did in 1980.

Respondents also devote an average of 17 hours a week to business meetings and two hours preparing for them. Six of seven rate the quality of time spent in meetings as "productive."

Business Hours

				Industrials by Size			
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B	*Total 1980*
Less than 50	4.8%	3.8%	6.1%	2.4%	2.1%	7.7%	9.0%
50–59	41.3	40.8	41.6	34.1	45.8	46.2	66.2
60–69	44.9	47.8	41.6	56.1	45.8	38.4	22.7
More than 70	9.0	7.6	10.7	7.4	6.3	7.7	2.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	57.9	58.1	57.8	59.6	57.5	56.0	NA

NA: Not Available

How many hours of your week are spent in business meetings?

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Fewer than 5	1.8%	2.2%	1.4%	2.5%	2.2%	0.0%
5–9	13.6	14.4	12.8	11.1	8.5	24.0
10–14	19.0	17.2	20.1	18.5	10.6	22.0
15–19	20.7	23.9	17.4	21.0	31.9	22.0
20–24	24.7	22.8	27.5	22.2	27.7	20.0
25–29	6.9	6.7	6.7	6.2	10.6	4.0
More than 29	13.3	12.8	14.1	18.5	8.5	8.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	17.3	17.0	17.7	18.2	17.6	15.1

Leisure and Vacation Time

Two of three responding chief financial officers feel they have sufficient time to spend with their families. Yet, these executives do not believe they have adequate time for outside interests. Additionally, while the average amount of vacation time allocated is four weeks, three of four participants took three weeks or less.

Do you feel you have sufficient time to spend with:

Family

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Yes	68.7%	73.4%	62.8%	73.2%	70.8%	76.9%
No	31.3	26.6	37.2	26.8	29.2	23.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Outside Interests

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Yes	40.8%	40.7%	40.4%	48.1%	37.5%	31.4%
No	59.2	59.3	59.6	51.9	62.5	68.6
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Weeks of Vacation Taken

				Industrials by Size		
	Total	*Industrials*	*Non-Industrials*	$2B or More	$1–1.9B	Less than $1B
Less than two	12.8%	13.6%	12.0%	9.8%	20.8%	13.4%
Two	31.9	31.1	33.6	23.1	33.3	42.3
Three	29.3	26.8	31.5	29.3	18.8	30.8
Four	18.8	20.8	16.8	25.6	25.0	9.6
More than four	7.2	7.7	6.1	12.2	2.1	3.9
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	2.8	2.8	2.7	3.1	2.5	2.5

Personal

The typical chief financial officer is a 50-year-old white Protestant male who is married to his first spouse. Nearly half hold an M.B.A. degree and two of five are certified public accountants. Three of eight indicate they plan to retire from their current posts.

Age

	Total	*Industrials*	*Non-Industrials*
Younger than 35	0.3%	0.0%	0.7%
35–39	8.1	4.9	12.1
40–49	44.3	40.7	49.0
50–59	39.8	45.1	34.2
Older than 59	7.5	9.3	4.0
	100.0%	100.0%	100.0%
Mean	49.5	50.6	47.9

Gender

	Total	*Industrials*	*Non-Industrials*
Male	99.1%	98.8%	99.3%
Female	0.9	1.2	0.7
	100.0%	100.0%	100.0%

Religion

	Total	*Industrials*	*Non-Industrials*
Protestant	53.5%	50.5%	56.8%
Roman Catholic	32.1	34.1	30.4
Jewish	6.6	6.6	6.1
None	5.1	5.5	4.7
Other	2.7	3.3	2.0
	100.0%	100.0%	100.0%

Race

	Total	*Industrials*	*Non-Industrials*
White	98.8%	98.4%	99.3%
Hispanic	0.6	1.1	0.0
Black	0.3	0.0	0.7
Asian	0.3	0.5	0.0
	100.0%	100.0%	100.0%

Marital Status

	Total	*Industrials*	*Non-Industrials*
Married to first spouse	82.1%	82.2%	81.6%
Divorced, remarried	11.3	10.3	12.9
Separated or divorced, not remarried	3.3	2.7	4.1
Widowed, remarried	1.8	2.7	0.7
Widowed, not remarried	0.9	1.6	0.0
Single, never married	0.6	0.5	0.7
	100.0%	100.0%	100.0%

Highest Educational Attainment

	Total	*Industrials*	*Non-Industrials*
High school diploma	0.0%	0.0%	0.0%
Bachelor's degree	41.4	37.4	46.6
M.B.A.	47.4	51.6	41.9
J.D./LL.B.	5.7	6.6	4.7
Other Master's degree	3.0	1.7	4.7
Doctorate	2.5	2.7	2.1
	100.0%	100.0%	100.0%

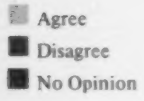
Are you a certified public accountant?

	Total	*Industrials*	*Non-Industrials*
Yes	41.2%	35.5%	47.7%
No	58.8	64.5	52.3
	100.0%	100.0%	100.0%

Future Position

	Total	*Industrials*	*Non-Industrials*
Retirement	36.5%	38.5%	33.6%
COO of present company	15.1	11.8	19.3
CFO of another company	14.7	16.6	12.1
CEO of present company	10.9	10.1	12.1
CEO of another company	7.7	7.1	8.6
COO of another company	4.2	4.1	4.3
Other	7.4	6.5	8.6
Nothing envisioned	3.5	5.3	1.4
	100.0%	100.0%	100.0%

Issues



Chief financial officers should look toward Europe or Asia to raise capital, rather than restrict investor relations activities to the United States.

Organizations seek chief financial officers who are business generalists, rather than specialists in accounting or other segments of finance.

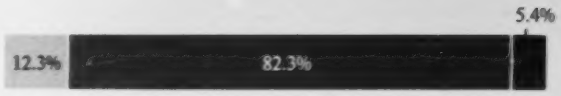
Because of a bottom-line orientation, chief financial officers should retain control of the information technology functions in their organizations rather than turn this responsibility over to an independent chief information officer (CIO).

Chief financial officers must have direct involvement in the day-to-day operations of the marketing, R&D, and production functions to be successful at their jobs.

The sophistication and complexity of financial control systems have caused a growth in corporate bureaucracy that stifles innovation.

Implementation of the Financial Accounting Standards Board's statement No. 87 eliminates management's ability to tailor financial reporting to individual facts and circumstances.

Chief financial officers should have in-depth familiarity with software products and hardware capabilities in order to make cost-effective purchasing decisions.



About Heidrick and Struggles

For more than three decades, Heidrick and Struggles has devoted its full resources and capabilities to providing superior executive search services worldwide. Client organizations within every one of the world's major industries retain Heidrick and Struggles to identify, evaluate, and attract high caliber executive talent for specific opportunities within middle and top management, and for boards of directors. One of the best known and most experienced in executive selection, the firm comprises more than 90 professionals, supported by a sophisticated information base in a network of 21 offices located in major business centers in the United States and Europe.

To contribute to the body of knowledge available on senior management, Heidrick and Struggles periodically publishes profiles of incumbents in key management posts. The firm is pleased to add this publication to others it produces to report trends of significance to directors and senior management.

Publications

A list of recent Heidrick and Struggles publications appears below. Copies and prices are available from the firm's Communications/Public Relations Department in Chicago.

United States

The Changing Board
A survey of chairmen and the boards they direct

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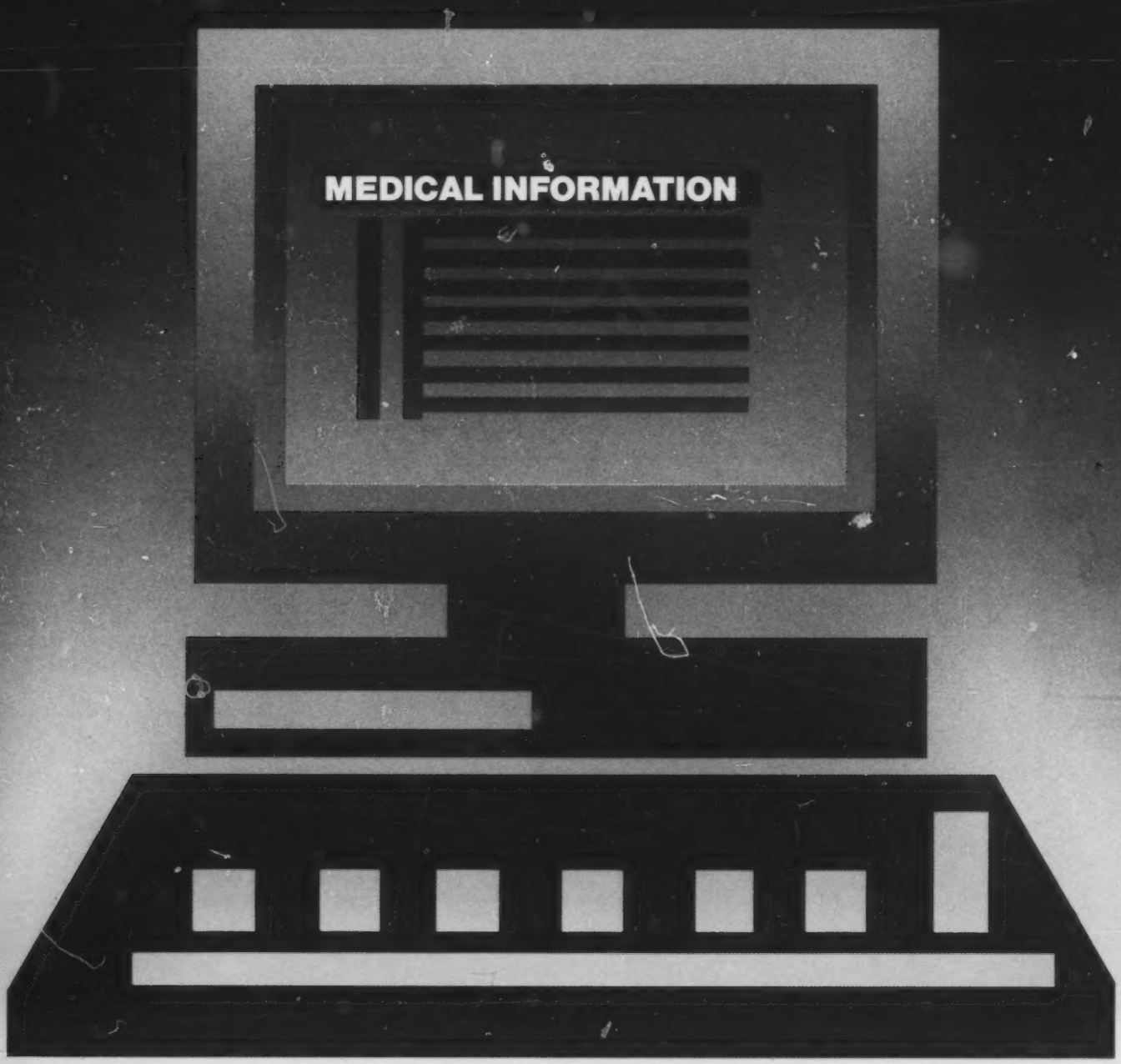
Health Care Chief Information Officer



AHA

Heidrick and Struggles

Consultants in Executive Search

About This Study

In 1987 Heidrick and Struggles and the Healthcare Information and Management Systems Society of the American Hospital Association (HIMSS) conducted this survey of health care chief information officers to contribute to a better understanding of leadership in health care today.

Nationwide participants, as identified by HIMSS, have responsibility for the information management function for 218 health care organizations with capacities which range from fewer than 200 beds to more than 1000. Responses were received from 46.8 percent of the sample selected.

Heidrick and Struggles and HIMSS are grateful to the health care chief information officers who took the time and effort to make this study possible.

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Highlights

The typical health care chief information officer in our study:

- ☐ Is a 43-year-old white Protestant male, married to his first spouse
- ☐ Holds an advanced degree
- ☐ Earns annual average cash compensation of $71,320
- ☐ Is employed by a not-for-profit organization
- ☐ Devotes 54 hours to business each week
- ☐ Has been with his current organization for seven years and in his present position for four years
- ☐ Has been allotted an average departmental budget of $3.8 million
- ☐ Feels he should report to the CEO
- ☐ Thinks health care CIOs should emphasize their strategic role rather than their managerial role
- ☐ Believes that within five years, CIOs will be commonplace in health care institutions
- ☐ Feels college curriculums are not adequately preparing students for careers as health care CIOs

Organization Type, Location, and Size

Seven of ten (71.0 percent) responding health care CIOs are employed by not-for-profit organizations. The highest concentration (39.2 percent) work in organizations with 500–999 beds. One of five (19.6 percent) is on the staff of 300–399 bed institutions; and 17.6 percent are employed by organizations with more than 999 beds.

Organization Type and Location	*Total*	Independent	Multi-hospital system	Corporate restructure	Religious affiliated	Not-for-profit	Publicly/privately owned university teaching hospital	Publicly/privately owned affiliated teaching hospital
East	26.0%	24.5%	22.0%	35.1%	7.1%	22.7%	38.4%	33.3%
Midwest	40.6	40.0	48.8	43.3	60.8	44.0	23.1	44.5
South	14.6	13.3	12.2	13.5	14.3	12.1	15.4	11.1
Southwest	6.3	2.2	9.7	5.4	10.7	7.6	0.0	11.1
West	12.5	20.0	7.3	2.7	7.1	13.6	23.1	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Title, Responsibilities, and Reporting Structure

A majority of respondents are in positions that have existed for an average of four years, hold the title of vice president, and supervise information systems and telecommunications. Four of ten (40.0 percent) note responsibility for management engineering. These respondents view the operational and strategic functions of their jobs as equally important.

Despite the fact that a vast majority of respondents (79.4 percent) feel they should report to the CEO, only one-third do so. Three of seven (37.2 percent) indicate they report to the COO. Only 16.7 percent report to the CFO. As expected, those employed by hospitals with fewer than 400 beds are more likely to report to the chief executive.

Three of five (61.0 percent) participants are members of the "Executive Cabinet" with the CEO, CFO, and COO. While none are members of their organization's governance board, 59.8 percent indicate they are invited to attend meetings as non-members.

Title	*Number of Beds*						
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Vice President	51.0%	33.3%	62.5%	45.0%	61.5%	42.5%	66.7%
Director	17.6	0.0	25.0	25.0	15.4	20.0	5.5
Assistant/Associate Administrator	7.8	33.3	12.5	10.0	7.7	7.5	0.0
CIO	6.9	0.0	0.0	15.0	7.7	7.5	0.0
Assistant/Associate Vice President	6.9	0.0	0.0	5.0	7.7	7.5	11.1
Senior Vice President	4.9	0.0	0.0	0.0	0.0	5.0	16.7
Academic Administration Post	2.0	0.0	0.0	0.0	0.0	5.0	0.0
Other	2.9	33.4	0.0	0.0	0.0	5.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Functions Reporting to CIOs							
Information Systems	98.0%	100.0%	100.0%	100.0%	84.6%	100.0%	100.0%
Telecommunications	54.0	66.7	50.0	36.8	38.5	60.0	70.6
Management Engineering	40.0	0.0	25.0	42.1	69.2	37.5	35.3
Medical Records	16.0	0.0	25.0	26.3	30.8	10.0	5.9
Materials Management	11.0	0.0	0.0	10.5	23.1	7.5	17.6
Quality Assurance/ Utilization Review	8.0	0.0	12.5	10.5	15.4	5.0	5.9
Admitting	7.0	0.0	12.5	15.8	7.7	2.5	5.9
Marketing/Planning	6.0	0.0	12.5	5.3	15.4	5.0	0.0
Ancillary Services	6.0	33.3	12.5	10.5	0.0	2.5	5.9
Professional Services	4.0	0.0	12.5	5.3	15.4	0.0	0.0
Business Office	4.0	0.0	12.5	10.5	0.0	0.0	5.9
Other	18.0	33.3	0.0	15.8	23.1	20.0	17.6

Results do not total to 100 percent due to multiple responses.

Reporting Structure							
To COO	37.2%	0.0%	37.5%	35.0%	46.1%	40.0%	33.3%
To CEO	34.3	66.7	50.0	50.0	30.8	27.5	22.2
To CFO	16.7	0.0	12.5	15.0	23.1	12.5	27.8
To Senior VP Operations/ Administration	11.8	33.3	0.0	0.0	0.0	20.0	16.7
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Compensation

The average annual base salary for responding chief information officers is $71,320. Regionally, average salaries range from a high of $87,400 in the Southwest to a low of $65,350 in the Midwest. More than two-fifths of the participants, 41.6 percent, receive a cash bonus averaging $7,670.

The majority of respondents receive extra life insurance as a perquisite. Only 3 percent report having an employment contract.

Total Cash Compensation (excluding cash bonus)

		Number of Beds					
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Less than $50,000	7.3%	33.3%	16.7%	15.0%	7.7%	2.8%	0.0%
$50,000–69,999	40.6	66.7	66.6	45.0	53.8	41.6	11.1
$70,000–89,999	41.6	0.0	16.7	35.0	38.5	47.2	55.5
$90,000–109,999	6.3	0.0	0.0	0.0	0.0	5.6	22.3
$110,000–119,999	4.2	0.0	0.0	5.0	0.0	2.8	11.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	$71,320	$49,670	$58,830	$66,550	$65,620	$73,770	$83,630

Amount of Cash Bonus

		Number of Beds					
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Less than $5,000	37.8%	0.0%	0.0%	66.6%	60.0%	41.7%	15.4%
$5,000–14,999	43.3	100.0	0.0	16.7	40.0	50.0	46.1
$15,000–24,999	18.9	0.0	0.0	16.7	0.0	8.3	38.5
	100.0%	100.0%	NA	100.0%	100.0%	100.0%	100.0%
Mean	$7,670	NA	NA	$5,170	$4,200	$6,650	$11,260

NA: Not Applicable

Perquisites

		Number of Beds					
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Extra life insurance	57.6%	66.7%	75.0%	35.0%	76.9%	48.6%	77.8%
Deferred compensation	35.4	0.0	37.5	20.0	46.2	37.8	44.4
Auto allowance	18.2	0.0	37.5	10.0	15.4	13.5	33.3
Automobile	13.1	0.0	12.5	15.0	23.1	5.4	22.2
Financial counseling	13.1	0.0	0.0	10.0	7.7	16.2	22.2
Low-cost loans	4.0	0.0	0.0	0.0	7.7	5.4	5.6
Town club membership	4.0	0.0	0.0	0.0	0.0	5.4	11.1
Country club membership	2.0	0.0	0.0	0.0	0.0	2.7	5.6
None of the above	27.3	33.3	12.5	55.0	7.7	27.0	16.7
Other	15.2	0.0	12.5	5.0	15.4	24.3	11.1

Results ao not total to 100 percent due to multiple responses.

Budgets and Information Systems

The average 1988 information systems budget reported by responding chief information officers is $3.8 million, a slight increase from $3.4 million in 1987. This figure represents an average 3.5 percent of the total health care organization budget. It is interesting to note that two of three CIOs (67.0 percent) indicate there are other budgets for information systems that are not included in their departmental ones. These other budgets for information systems average $1.3 million.

The predominant type of data center support is in-house for eight of nine (88.9 percent) responding chief information officers. Five of nine (58.5 percent) indicate their major information system is a vendor package. The predominant computer vendor for three of four participants (74.7 percent) is IBM.

Departmental Budget

		Number of Beds					
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Less than $1,000,000	17.0%	50.0%	71.4%	31.6%	23.1%	2.8%	0.0%
$1,000,000–4,999,999	56.4	50.0	28.6	57.9	61.5	63.9	47.1
$5,000,000–9,999,999	19.2	0.0	0.0	10.5	15.4	22.2	35.3
More than $9,999,999	7.4	0.0	0.0	0.0	0.0	11.1	17.6
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	$3,800,000	$800,000	$1,100,000	$2,150,000	$2,650,000	$4,230,000	$5,980,000

Personal

The typical health care chief information officer is a 43-year-old white Protestant male, married to his first spouse, who holds an advanced degree. His age reflects the youth of this function. More than half of the respondents are between 40 and 49 years old. Slightly more than one-third (34.7 percent) are younger than 40, and all are white.

Responding chief information officers devote 54 hours to business each week. On average, they spend 20.2 hours in business meetings weekly and take 7.5 hours preparing for them. Nine of ten participants (89.1 percent) rate the quality of time spent in meetings as "productive."

Age

		Number of Beds					
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
27–39	34.6%	0.0%	37.5%	45.0%	46.2%	33.3%	22.2%
40–49	51.5	100.0	50.0	30.0	46.2	53.9	66.7
50–59	10.9	0.0	0.0	25.0	7.6	7.7	11.1
60–64	3.0	0.0	12.5	0.0	0.0	5.1	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	43.1	42.7	42.8	42.0	41.5	44.0	43.7

Gender

		Number of Beds					
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Male	91.2%	100.0%	87.5%	90.0%	100.0%	85.0%	100.0%
Female	8.8	0.0	12.5	10.0	0.0	15.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Religion	*Number of Beds*						
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Protestant	55.5%	66.7%	60.0%	36.8%	45.4%	55.9%	77.8%
Roman Catholic	26.7	33.3	40.0	26.3	36.4	26.5	16.7
Jewish	6.7	0.0	0.0	21.1	9.1	2.9	0.0
None	10.0	0.0	0.0	10.5	9.1	14.7	5.5
Other	1.1	0.0	0.0	5.3	0.0	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Marital Status	*Number of Beds*						
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Single, never married	3.0%	0.0%	0.0%	0.0%	7.7%	5.0%	0.0%
Married to first spouse	71.3	66.7	85.7	90.0	61.5	67.5	61.1
Separated and divorced, not remarried	3.9	0.0	0.0	0.0	0.0	7.5	5.6
Divorced, remarried	20.8	0.0	14.3	10.0	30.8	20.0	33.3
Widowed, remarried	1.0	33.3	0.0	0.0	0.0	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Highest Educational Attainment	*Number of Beds*						
	Total	*Less than 200*	*200 -299*	*300–399*	*400–499*	*500–999*	*1000+*
High School Diploma	8.2%	33.3%	0.0%	10.0%	0.0%	8.1%	11.1%
Bachelor's Degree	24.5	0.0	42.8	30.0	15.4	21.6	27.8
M.B.A.	31.6	33.3	14.3	20.0	46.1	35.2	33.3
Master of Engineering	6.1	0.0	0.0	5.0	15.4	5.4	5.6
Master of Computer Science or Systems	6.1	0.0	0.0	5.0	7.7	8.1	5.6
M.H.A.	3.1	0.0	14.3	10.0	0.0	0.0	0.0
Doctorate	8.2	0.0	14.3	5.0	7.7	13.5	0.0
M.D.	2.0	0.0	0.0	5.0	0.0	2.7	0.0
Other	10.2	33.4	14.3	10.0	7.7	5.4	16.6
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Career Experience and Attributes

The typical responding chief information officer has been with his current organization an average of seven years and has held his present post four years. Not surprisingly, he has an information systems background. Prior to assuming his current position, this executive was employed in the health care industry.

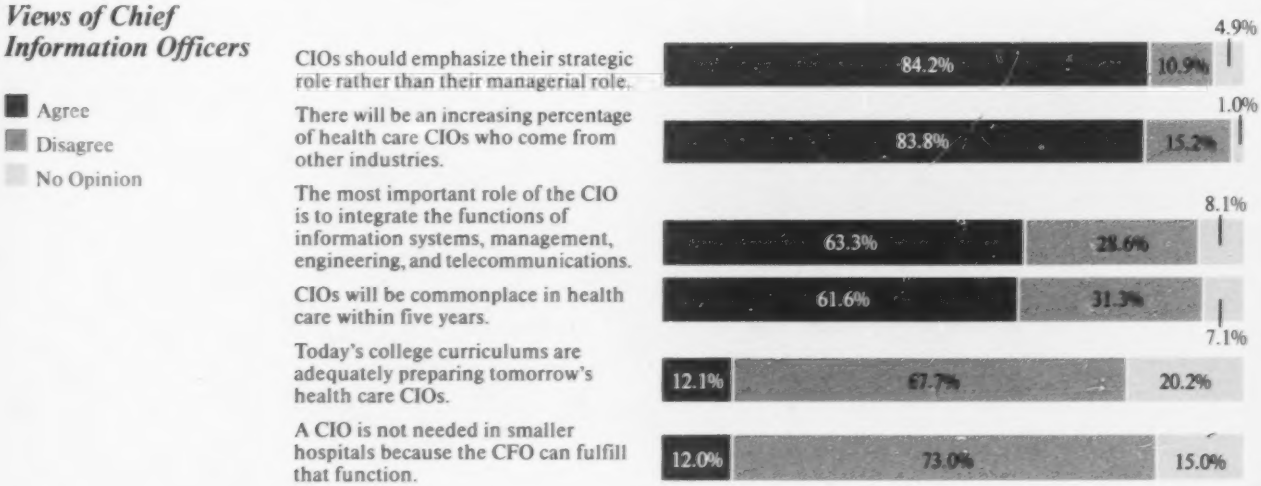
Participants believe the top three attributes needed by today's CIOs are leadership ability, vision/imagination, and knowledge of hospital systems. Only 2.1 percent mention educational credentials as one of the criteria needed for success.

Attributes Needed for Success

		Number of Beds					
	Total	*Less than 200*	*200–299*	*300–399*	*400–499*	*500–999*	*1000+*
Leadership ability	80.4%	66.7%	100.0%	73.7%	61.5%	86.5%	83.3%
Vision/imagination	72.2	66.7	71.4	63.2	84.6	70.3	77.8
Knowledge of hospital systems	51.5	100.0	42.9	73.7	53.8	45.9	33.3
Business acumen	44.3	33.3	42.9	36.8	46.2	45.9	50.0
Decisiveness	16.5	0.0	0.0	10.5	15.4	21.6	22.2
Technical competence	14.4	0.0	28.6	15.8	7.7	18.9	5.6
Record of success	13.4	33.3	28.6	26.3	7.7	5.4	11.1
Hard work	8.2	0.0	14.3	10.5	15.4	5.4	5.6
Educational credentials	2.1	0.0	0.0	0.0	7.7	0.0	5.6

Results do not total to 100 percent due to multiple responses.

Views of Chief Information Officers



About Heidrick and Struggles

For more than three decades, Heidrick and Struggles has devoted its full resources and capabilities to providing superior executive search services worldwide. Client organizations within every one of the world's major industries retain Heidrick and Struggles to identify, evaluate, and attract high caliber executive talent for specific opportunities within middle and top management, and for boards of directors. One of the best known and most experienced in executive selection, the firm comprises more than 90 professionals, supported by a sophisticated information base in a network of 21 offices located in major business centers in the United States and Europe.

Heidrick and Struggles' North American Health Care Practice includes 18 consultants in nine major centers. These professionals have a total of 83 years of health care experience at the CEO and COO levels and, on average, have had 11 years of health care experience prior to the six years they have spent in executive search consulting. Together, they undertook more than 100 executive and senior middle management health care searches in the last year.

To contribute to the body of knowledge available on senior management, Heidrick and Struggles periodically publishes profiles on incumbents in key management posts. The firm is pleased to add this publication to others it produces to report trends of significance to directors and senior management.

About the Healthcare Information and Management Systems Society

As a personal membership group of the American Hospital Association, the Healthcare Information and Management Systems Society (HIMSS) has been serving health care professionals for more than 20 years. Its 3,000 members are comprised primarily of CIOs, information systems professionals, management engineers, and telecommunications professionals. The society is championing the integration of related information management functions under the direction of health care CIOs.

In 1987, the society formed a CIO Advisory Panel which has been monitoring research and surveys in a number of areas related to the CIO position. This survey represents one of those activities and the results will be incorporated further into a "Guide to Effective Healthcare Information Management." For further information about the society, its educational programs, and other offerings, contact the HIMSS national office at the AHA (800) 621-6712, ext 6148.

Publications

A list of recent Heidrick and Struggles publications appears below. Copies and prices are available from the firm's Communications/Public Relations Department in Chicago.

United States

The Changing Board
A survey of chairmen and the boards they direct

Director Data
Chief Executive Officer
Financial Services Chief Executive
Information/Technology Chief Executive Officer
Health Care Chief Executive
The University and College President
Chief Financial Officer
Profile of a Chief International Officer
Profile of a Bank and Bank Holding Company Chief Executive Officer
Human Resources: Function in Transition
Research and Development
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The Corporate Woman Officer
Health Care Chief Information Officer

The Search for Management
Services of an executive search consulting firm

Europe

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The U.K. Chief Executive and His Outlook
The Characteristics of Newly Appointed CEOs in the U.K.
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Information Technology—The Management of Change in the U.K.
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Der Marketing-Leiter in der EDV-Branche
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Der Marketing-Leiter in Deutschland
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Health Care Marketing Officer

Heidrick and Struggles

Consultants in Executive Search

About This Study

Heidrick and Struggles conducted this survey of health care marketing officers in conjunction with *Modern Healthcare* to contribute to a better understanding of the leadership in health care today.

Nationwide participants manage the marketing function for 1,017 health care organizations with bed capacities which range from 300 to more than 1,000. Responses were received from 29.7 percent of the sample selected.

Heidrick and Struggles is grateful to the health care marketing officers who took the time and effort to make this study possible.

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Highlights

The typical health care marketing officer in our study:

- ☐ Is a 39-year-old white male, married to his first spouse
- ☐ Holds an advanced degree
- ☐ Earns average annual cash compensation of $58,600
- ☐ Is the first in his organization to hold this position
- ☐ Is employed by a not-for-profit institution
- ☐ Devotes 54.4 hours to business each week, 28.0 hours of which are spent on external affairs
- ☐ Has been with his current organization for 4.3 years and in his present position for 2.6 years
- ☐ Has been allotted an average departmental budget of $770,000
- ☐ Feels health care institutions devote insufficient time or money to market planning before attempting to measure marketing results
- ☐ Believes that top management at his organization promotes marketing objectives to all staff
- ☐ Meets regularly with the CEO to define sales/marketing budgets and goals necessary to increase profitability

Organization Type, Location, and Size

Seven of nine (78.7 percent) participating health care marketing officers are employed by not-for-profit institutions. One-third (33.4 percent) work in organizations with 300–399 beds; one-third (32.8 percent) are on the staff of 500–999 bed institutions; and one-fourth (24.5 percent) are employed by institutions with 400–499 beds. Those working for organizations with more than 999 beds represent 9.3 percent of the respondents.

Organization Location(s)

	Total	Independent	Multi-hospital system	Corporately restructured	Religious affiliated
East	24.5%	28.6%	19.5%	37.5%	14.9%
Midwest	33.4	34.8	32.3	31.8	40.4
South	22.5	25.9	19.5	15.9	20.2
Southwest	8.6	4.5	12.0	4.5	10.6
West	13.2	7.1	21.1	11.4	14.9

Results do not total to 100 percent due to multiple responses.

Budget

The average 1987 health care marketing budget reported by respondents was $770,000, a 23.7 percent increase from $622,400 in 1986. A major component of the marketing budget was allocated for marketing salaries, averaging 30.7 percent. Other mean figures included agency fees, 14.8 percent; market research, 9.0 percent; independent marketing consultants, 6.6 percent; and psychographic or demographic research, 1.6 percent.

The typical size of the marketing staff is eight people. Nine of ten (89.0 percent) participants have a budget for paid advertising which averaged $384,500 in 1987, a 25 percent increase from $307,500 in 1986.

Departmental Budget

	Total	Independent	Multi-hospital system	Corporately restructured	Religious affiliated
Less than $250,000	17.1%	21.3%	13.8%	14.0%	14.6%
$250,000 - 499,999	28.0	27.8	24.2	25.3	32.9
$500,000 - 999,999	24.4	21.3	25.8	32.9	28.1
$1,000,000 - 2,000,000	25.4	24.1	31.0	25.3	20.7
More than $2,000,000	5.1	5.5	5.2	2.5	3.7
	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	$770,000	$762,400	$848,100	$765,000	$709,700

Budget for Paid Advertising

Less than $100,000	17.2%	17.9%	14.8%	16.5%	16.2%
$100,000 - 249,999	26.5	23.8	23.1	26.0	31.1
$250,000 - 499,999	26.1	28.6	28.7	30.1	27.0
$500,000 - 749,999	15.5	19.0	13.9	11.0	10.8
More than $749,999	14.7	10.7	19.5	16.4	14.9
	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	$384,500	$363,100	$438,400	$387,000	$368,900

Average Percentage of Budget Allotted for Particular Advertising Expenditures

Print	40.9%	43.2%	40.4%	38.0%	41.1%
Direct Mail	18.5	19.7	18.1	18.0	19.6
Collateral	8.4	5.9	9.2	12.7	7.0
Radio	10.5	11.4	8.0	9.9	11.3
Television	16.6	15.3	19.1	15.7	16.0
Outdoor	3.1	3.5	2.9	3.6	2.6
Other	2.0	1.0	2.3	2.1	2.4
	100.0%	100.0%	100.0%	100.0%	100.0%

Marketing Strategies

When asked what marketing strategies are most effective for increasing the profitability of their institutions, the typical respondent endorsed the promotion of services (60.4 percent) and physician referral marketing (54.9 percent). Other strategies mentioned include developing new high-tech products and services, 17.5 percent; community outreach and educational programs, 12.7 percent; direct mail, 11.6 percent; increasing quality of care, 7.1 percent; and corporate image advertising/public relations, 3.7 percent. Only 1.1 percent were not sure which programs were effective.

Cash Compensation and Perquisites

The typical responding marketing executive earns $58,600 annually in cash compensation. Regionally, average salaries range from a high of $65,100 in the Southwest to a low of $56,700 in the South. Salary increases from the previous year averaged 8.6 percent. The majority of respondents receive extra life insurance as a perquisite.

One-third of the participants, 33.7 percent, receive a cash bonus averaging $5,417. Two-thirds of this group report their bonuses were incentive pay determined by met objectives and financial returns.

		Total	Independent	Multi-hospital system	Corporately restructured	Religious affiliated
Annual Cash Compensation	Less than $40,000	11.9%	10.1%	11.3%	16.7%	16.3%
	$40,000–49,999	24.6	23.8	24.2	17.8	26.7
	$50,000–59,999	17.5	16.5	19.4	23.8	18.6
	$60,000–74,999	26.3	25.7	29.8	23.8	22.1
	$75,000–99,999	14.7	13.8	12.1	13.1	16.3
	More than $99,999	5.0	10.1	3.2	4.8	0.0
		100.0%	100.0%	100.0%	100.0%	100.0%
	Mean	$58,600	$61,100	$57,900	$56,300	$54,900
Amount of Cash Bonus	Less than $3,000	35.5%	32.1%	39.5%	31.8%	56.6%
	$3,000–4,999	13.2	14.3	13.2	9.1	13.0
	$5,000–9,999	30.2	28.6	28.9	45.5	17.4
	More than $9,999	21.1	25.0	18.4	13.6	13.0
		100.0%	100.0%	100.0%	100.0%	100.0%
	Mean	$5,417	$5,896	$4,830	$5,496	$3,675
Perquisites	Extra life insurance	51.9%	51.9%	52.0%	46.3%	46.1%
	Deferred compensation	29.1	28.8	31.5	28.8	23.6
	Automobile	20.4	18.3	23.6	25.0	20.2
	Financial counseling	15.1	12.5	18.9	12.5	13.5
	Town club membership	10.5	8.7	10.2	13.8	6.7
	Country club membership	9.8	7.7	8.7	13.8	10.1
	Management contract	4.6	4.8	3.1	8.8	2.2
	Stock options	2.5	0.0	5.5	0.0	0.0
	None of the above	33.0	35.6	29.9	35.0	38.2
	Other	13.7	14.4	8.7	13.8	11.2

Results do not total to 100 percent due to multiple responses.

Title and Career

The typical responding marketing officer has been employed by his current organization an average of 4.3 years and has held his present post for 2.6 years. Four of five respondents either hold the title of director (41.7 percent) or vice president (40.0 percent). For 61.1 percent of the participants, their current positions are newly created.

Six of ten (58.8 percent) respondents joined their present organization through personal contact. More than one-third (37.2 percent) obtained their current positions by being hired away from another organization, and 27.9 percent were promoted from within. Another 24.2 percent changed industries when accepting their posts.

One-fourth of the participants have a public relations background. When our respondents were asked about their future career paths, the posts more frequently mentioned include the following: three of ten (30.6 percent) envision their next position to be vice president or assistant vice president; 18.5 percent, senior or executive vice president; and 14.0 percent aspire to president/CEO status.

Title

	Total	Independent	Multi-hospital system	Corporately restructured	Religious affiliated
Director	41.7%	37.8%	40.9%	37.9%	45.7%
Executive Director	0.7	1.0	0.0	0.0	1.1
Vice President	40.0	40.5	45.4	49.4	38.3
Executive Vice President	2.3	4.5	0.8	4.6	1.1
Senior Vice President	5.3	3.6	3.8	3.5	6.4
Other	10.0	12.6	9.1	4.6	7.4
	100.0%	100.0%	100.0%	100.0%	100.0%

Responsibilities and Attributes

According to our respondents, the five responsibilities most vital to the marketing role are marketing to physicians, physician relations, issues management, board relations, and market research.

Participants believe the top three attributes needed by today's successful health care marketing officer are leadership ability, "people" skills, and intelligence.

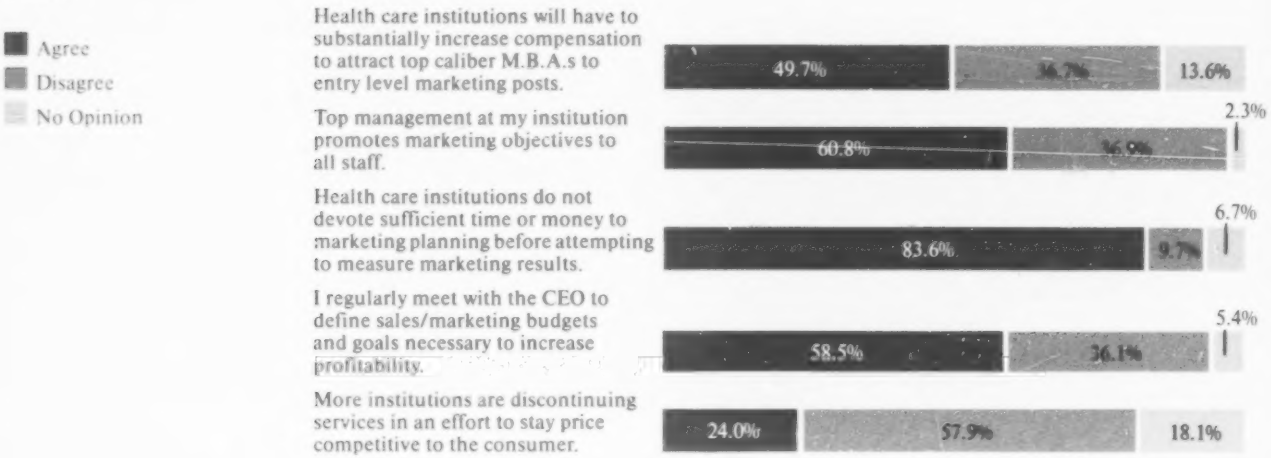
Personal

The typical health care marketing officer is a 39-year-old white male who is married to his first spouse. His youth reflects the recent advent of this function. Three-fourths hold an advanced degree, 29 percent of whom have an M.B.A.

Responding marketing officers devote 54.4 hours to business each week. On average, they spend 28.0 hours weekly on external, rather than internal, marketing issues.

		Total	Independent	Multi-hospital system	Corporately restructured	Religious affiliated
Age	Younger than 30	7.7%	3.6%	11.4%	11.5%	9.6%
	30–35	27.7	33.4	25.7	26.5	30.8
	36–40	31.3	27.0	32.6	32.2	29.8
	41–50	26.0	27.9	24.2	26.5	21.3
	Older than 50	7.3	8.1	6.1	3.3	8.5
		100.0%	100.0%	100.0%	100.0%	100.0%
	Mean Age	39.0	39.5	38.2	37.9	38.3
Gender	Male	69.5%	75.0%	64.7%	59.1%	64.9%
	Female	30.5	25.0	35.3	40.9	35.1
		100.0%	100.0%	100.0%	100.0%	100.0%
Religion	Protestant	45.8%	43.1%	47.2%	43.8%	49.4%
	Roman Catholic	28.4	25.5	28.0	31.2	30.8
	Jewish	9.9	12.7	8.8	10.0	7.7
	Other	3.5	2.0	5.6	0.0	2.2
	None	12.4	16.7	10.4	15.0	9.9
		100.0%	100.0%	100.0%	100.0%	100.0%
Marital Status	Single, never married	14.4%	10.8%	15.2%	20.9%	17.0%
	Married to first spouse	58.2	64.9	56.8	46.5	57.5
	Separated and divorced, not remarried	9.7	10.8	9.8	10.5	10.6
	Divorced, remarried	16.7	10.8	18.2	22.1	14.9
	Widowed, remarried	0.7	1.8	0.0	0.0	0.0
	Widowed, not remarried	0.3	0.9	0.0	0.0	0.0
		100.0%	100.0%	100.0%	100.0%	100.0%
Highest Educational Attainment	High School Diploma	2.0%	2.7%	1.5%	2.3%	0.0%
	Bachelor's Degree	21.7	20.7	24.2	16.1	25.6
	M.B.A.	29.0	28.0	28.8	33.3	31.9
	M.P.H.	7.3	8.1	9.1	8.0	7.4
	M.H.A.	9.7	9.9	9.1	12.7	7.4
	Other Master's degree	25.0	26.1	24.2	20.7	23.4
	Doctorate	5.3	4.5	3.1	6.9	4.3
		100.0%	100.0%	100.0%	100.0%	100.0%

Views


Agree
Disagree
No Opinion
Health care institutions will have to substantially increase compensation to attract top caliber M.B.A.s to entry level marketing posts.
49.7%
36.7%
13.6%
Top management at my institution promotes marketing objectives to all staff.
60.8%
36.9%
2.3%
Health care institutions do not devote sufficient time or money to marketing planning before attempting to measure marketing results.
83.6%
9.7%
6.7%
I regularly meet with the CEO to define sales/marketing budgets and goals necessary to increase profitability.
58.5%
36.1%
5.4%
More institutions are discontinuing services in an effort to stay price competitive to the consumer.
24.0%
57.9%
18.1%

About Heidrick and Struggles

For more than three decades, Heidrick and Struggles has devoted its full resources and capabilities to providing superior executive search services worldwide. Client organizations within every one of the world's major industries retain Heidrick and Struggles to identify, evaluate, and attract high caliber executive talent for specific opportunities within middle and top management, and for boards of directors. One of the best known and most experienced in executive selection, the firm comprises more than 90 professionals, supported by a sophisticated information base in a network of 21 offices located in major business centers in the United States and Europe.

Heidrick and Struggles's North American Health Care Practice includes 18 consultants in ten major business centers. These professionals have an aggregate total of 90 years of CEO and COO experience in health care and, on average, have had 11 years of health care experience prior to the average of six years they have spent in executive search consulting. Together, they undertook more than 100 executive and senior middle management health care searches in the last year.

Heidrick and Struggles as an international entity comprises a worldwide capability across the health care spectrum, from research and development and manufacturing and distribution, to all aspects of health care delivery, services, and financing. Our experience has included successful completion of scores of assignments in virtually every executive, administrative, and professional role, including senior physician executives.

To contribute to the body of knowledge available on senior management, Heidrick and Struggles periodically publishes profiles on incumbents in key management posts. The firm is pleased to add this publication to others it produces to report trends of significance to directors and senior management.

Publications

Information about other recent Heidrick and Struggles publications, including *Health Care Chief Executive* and *Health Care Chief Information Officer*, is available from the firm's Communications/Public Relations Department in Chicago.

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The University and College President

Heidrick and Struggles

Consultants in Executive Search

About This Study

Heidrick and Struggles conducted this survey of university and college presidents to contribute to a better understanding of leadership in academe. Members of our survey sample head 971 four-year public and private universities and colleges with enrollments of 1,000 students or more that offer, at minimum, a bachelor of arts or bachelor of science degree. Responses were received from 33.9 percent of the selected population.

Heidrick and Struggles is grateful to the participants who took the time and effort necessary to make this study possible.

Findings of a study of university and college presidents of four-year public and private institutions with student enrollments of 1,000 or more

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Introduction

University and college presidents currently face challenges that could determine the future existence of their institutions. Survey respondents recognize the problems caused by declining enrollments, cutbacks in funds, and changing curriculum preferences and are positioning their institutions to deal with them.

To counter a decline in enrollment, seven of eight responding presidents report their institutions are aggressively recruiting new sources of students. This is no small task given the fact that seven of ten participants think student aid is the determining factor in whether the majority of minority students attend college.

Student aid is expensive, and many universities and colleges have experienced cutbacks in funds. No wonder the primary goal of two of five respondents is attracting maximum financial resources to their institutions. Almost all (99.1 percent) of the participants indicate new sources of funding are being actively sought.

However, financial aid is not the only factor impacting recruitment. Today's university and college students want educations that emphasize hard core majors rather than broad liberal arts studies. To accommodate changing curriculum preferences, two-thirds of the respondents indicate their schools are expanding educational programs.

Participating presidents view the quality of their institutions as key to survival. Four of five respondents' institutions are improving educational quality through raised admissions standards. And 98.4 percent of the presidents report their universities and colleges are improving educational programs through the recruitment of quality faculty. Not surprisingly, seven of eight believe that recruitment, promotion, and retention of high-level individuals should be the first objective of every president.

Despite the challenges they face, the overwhelming majority of respondents are very satisfied with their positions. In fact, three of eight envision their next post to be that of president of another university or college.

William J. Bowen
Vice Chairman and
Manager, Higher Education Practice
Heidrick and Struggles

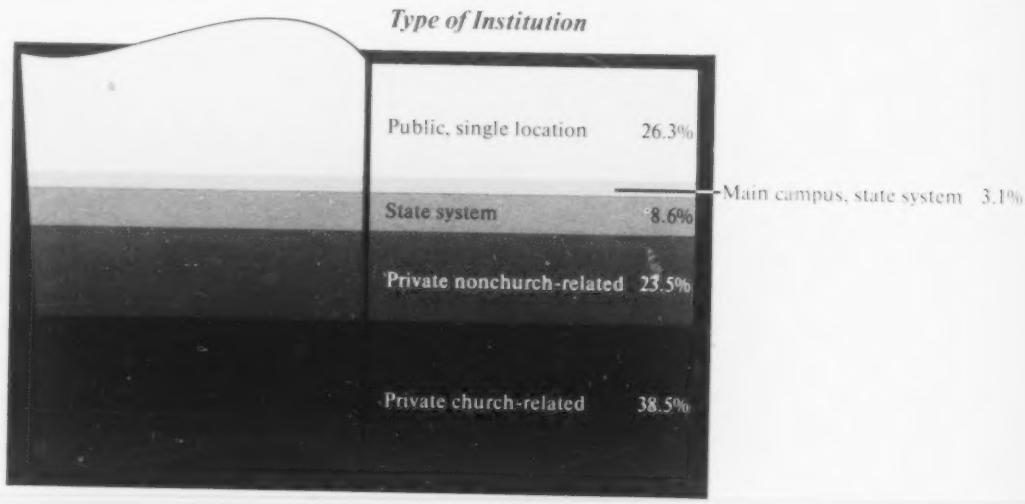
Highlights

The typical university and college president in our study:

- ☐ Is a 53-year-old white Protestant male, married to his first spouse
- ☐ Earns average annual compensation of $89,450
- ☐ Holds a doctorate degree and has an academic background
- ☐ Has been with his present institution 10 years and in his present post 6 years
- ☐ Devotes 67 hours a week to his institution
- ☐ Is a member of his board of trustees/regents
- ☐ Receives annual performance reviews
- ☐ Believes leadership talent, integrity, and managerial abilities are the top three attributes needed by today's university and college presidents
- ☐ Reports faculty influence as the top factor hindering autonomous presidential actions
- ☐ Holds the view that student aid is the determining factor in whether the majority of minority students attend college
- ☐ Does not believe that tenure tends to deny opportunity to women and minorities

Institutions Represented

Responding presidents head five different types of universities and colleges.



Respondents' Institutions

Public, Single Location

The typical public single-location institution has 8,724 full-time equivalent students and 475 faculty members. Its average total 1987 operating budget is $77 million. State appropriations, tuition/fees, and sales and services of auxiliary enterprises are the three sources that provide the greatest amount of funding to this type of institution.

Main Campus, State System

The average total 1987 operating budget for the typical main campus of a state system is $195 million. State appropriations, tuition/fees, and sales and services of auxiliary enterprises are the three sources that provide the greatest amount of funding to this kind of institution. It has 17,728 full-time equivalent students and 1,055 faculty members.

State System

Heads of state systems report 35,349 full-time equivalent students and 2,277 faculty members. These institutions average a total 1987 operating budget of $466 million. State appropriations, tuition/fees, and federal grants and contracts are the three sources that provide the greatest amount of funding to this system.

Private Nonchurch-Related Institution

The average total 1987 operating budget for the typical private nonchurch-related institution is $75 million. Tuition/fees, private gifts and contracts, and endowments are the three sources that provide its greatest amount of funding. This institution has 3,541 full-time equivalent students and 290 faculty members.

Private Church-Related Institution

The typical private church-related institution has 1,955 full-time equivalent students and 128 faculty members. Its average total 1987 operating budget is $24 million. Tuition/fees, private gifts and contracts, and sales and services of auxiliary enterprises are its three major sources of funding.

Location

Eastern- or midwestern-based university and college presidents represent five of eight participants. Three-fifths of the heads of private secular institutions are located in the East.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
East	32.2%	18.6%	10.0%	17.9%	61.0%	29.4%
Midwest	30.4	34.9	10.0	32.1	26.0	31.7
South	17.3	25.6	40.0	17.9	9.1	15.1
Southwest	8.5	9.3	30.0	3.5	1.3	10.3
West	11.6	11.6	10.0	28.6	2.6	13.5
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Title

Nine of ten responding university and college presidents have "President" as their title. "Commissioner of Higher Education" is the designation reported by one of ten state system participants.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
President	93.6%	96.4%	70.0%	60.7%	97.4%	98.4%
Chancellor	2.8	1.2	30.0	17.9	0.0	0.0
Acting/Interim President	1.8	1.2	0.0	3.6	2.6	1.6
Commissioner of Higher Education	1.2	1.2	0.0	10.7	0.0	0.0
Other	0.6	0.0	0.0	7.1	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Previous Position

Almost two-thirds of the respondents have held positions in other universities and colleges. One of six participants has been president of another institution. The majority (52.6 percent) were not tenured professors at the time of their appointments.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
President of another university/college	17.8%	20.9%	30.0%	25.0%	15.8%	13.7%
Other position, present institution	26.7	19.8	40.0	14.3	26.3	33.1
Other position, another institution	46.6	54.7	30.0	46.4	50.0	41.1
Other position	8.9	4.6	0.0	14.3	7.9	12.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Tenure with Institution and in Present Position

The typical participating university and college president has been with his present institution 9.6 years, the last 6.3 as president. One of five respondents indicates an executive search firm assisted in his selection as president. Three of eight heads of private secular institutions gained their present positions in this manner.

Three of eight participants state their predecessors retired. One-fourth of the responding university and college presidents indicate that their predecessors resigned under pressure.

Years with Present Institution

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Less than 2	7.7%	7.1%	0.0%	10.7%	7.8%	8.0%
2–3	23.6	28.6	20.0	25.0	31.1	15.2
4–5	12.6	21.4	10.0	17.9	9.1	8.0
6–10	19.3	16.7	30.0	17.9	18.2	21.6
11–15	14.7	11.9	20.0	10.7	10.4	20.0
16–20	11.1	10.7	10.0	7.1	13.0	10.4
21–25	7.1	2.4	10.0	10.7	9.1	8.0
More than 25	3.9	1.2	0.0	0.0	1.3	8.8
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	9.6	7.4	10.2	8.0	8.9	11.7

Years in Present Post

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Less than 2	12.2%	11.8%	0.0%	17.9%	13.0%	11.2%
2–3	28.1	30.6	30.0	39.2	32.4	20.8
4–5	15.0	22.3	20.0	17.9	9.1	12.8
6–10	24.8	20.0	50.0	17.9	22.1	29.6
11–15	12.9	10.6	0.0	7.1	14.3	16.0
More than 15	7.0	4.7	0.0	0.0	9.1	9.6
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	6.3	5.7	4.8	4.1	6.6	7.3

Background Experience

Academe is the primary career background of the overwhelming majority (87.4 percent) of responding university and college presidents. The most significant deviation from this is reported by the presidents of private schools. One of ten participants heading private church-related institutions has experience in religious education, while 9.1 percent of the presidents of private secular schools indicate backgrounds in business.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Academe	87.4%	94.1%	100.0%	96.2%	83.1%	82.4%
Religious education	4.3	0.0	0.0	0.0	1.3	10.4
Business	4.0	1.2	0.0	0.0	9.1	4.0
Government	2.2	3.5	0.0	0.0	2.6	1.6
The military	0.6	1.2	0.0	3.8	0.0	0.0
Other	1.5	0.0	0.0	0.0	3.9	1.6
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Cash Compensation

The average 1987 cash compensation reported by responding university and college presidents is $89,450. Participants who head private secular institutions are the most highly compensated, with one of five receiving more than $129,999 a year. Presidents of private church-related universities and colleges earn the least, an average of $75,470.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Less than $60,000	10.5%	1.2%	0.0%	7.4%	8.4%	20.0%
$60,000–$79,999	31.3	34.5	0.0	11.1	22.5	41.6
$80,000–$99,999	28.7	41.6	40.0	33.4	21.1	21.7
$100,000–$129,999	21.9	19.1	50.0	40.7	25.4	15.0
More than $129,999	7.6	3.6	10.0	7.4	22.6	1.7
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	$89,450	$89,040	$108,600	$94,040	$108,890	$75,470

Perquisites

A majority of responding university and college presidents receive 10 perquisites: travel expenses, automobile and expenses, entertainment expenses, medical and dental insurance, life insurance, annuity/pension provisions, a house, its maintenance and repairs, domestic help, and town club memberships.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Travel expenses	95.4%	95.3%	90.0%	100.0%	97.3%	93.6%
Automobile and expenses	91.4	93.0	100.0	78.6	92.0	92.0
Entertainment expenses	85.6	86.0	90.0	75.0	92.0	83.2
Medical/dental insurance	84.7	84.9	40.0	75.0	92.0	86.4
Life insurance	77.0	68.6	70.0	64.3	92.0	77.6
Annuity/pension provisions	66.9	59.3	50.0	50.0	84.0	67.2
House plus maintenance and repairs	65.6	79.1	60.0	57.1	70.7	55.2
Household help	60.7	75.6	60.0	50.0	68.0	48.0
House	55.5	65.1	40.0	35.7	62.7	49.6
Town club membership	51.5	39.5	60.0	42.9	62.7	53.6
Travel expenses for spouse	40.2	36.0	50.0	50.0	48.0	34.4
Country club membership	36.5	32.6	40.0	32.1	40.0	37.6
Entertainment allowance	27.0	22.1	60.0	46.4	32.0	20.0
Housing allowance	23.0	25.6	40.0	32.1	18.7	20.8
Secretarial help for spouse	10.4	14.0	0.0	25.0	12.0	4.8
Salary supplements from private foundations	6.1	15.1	30.0	7.1	1.3	0.0
Automobile expenses for spouse	4.6	3.5	10.0	10.7	8.0	0.8
Office space for spouse	2.1	2.3	0.0	7.1	2.7	0.8
Tuition benefits for dependents	1.2	0.0	0.0	0.0	1.3	2.4
Other	4.6	7.0	10.0	0.0	4.0	4.0
None of these	1.2	1.2	0.0	3.6	0.0	1.6

Results do not add to 100% due to multiple responses.

D&O Liability Insurance

Five of seven (73.8 percent) institutions provide D&O (director and officer) liability insurance for trustees and regents. Of this group, four of five experienced premium increases last year.

Percent of Increase

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
0–99	63.6%	53.3%	50.0%	60.0%	62.2%	66.7%
100–499	32.5	46.7	50.0	40.0	32.4	29.0
500–999	3.9	0.0	0.0	0.0	5.4	4.3
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	99.5%	92.0%	60.0%	81.0%	107.4%	100.4%

Involvement with Board

More than half (57.8 percent) of the respondents are members of their institutions' boards of trustees/regents. Most participants from public institutions indicate they do not have board membership, while the overwhelming majority of leaders of private schools do.

Chief among the activities undertaken to support their boards are providing the trustees/regents with information on institutional affairs and informing the members of difficult situations. Two-thirds of responding university and college presidents help their boards choose new members. Four of five believe it takes one or two years to familiarize a new trustee or regent with the mission, procedures, problems, and policies of a university or college.

Respondents regard their trustees and regents as their top constituency, followed by the students and the faculty.

Activities Undertaken to Support Board

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Provide information on institutional affairs	99.1%	98.8%	87.5%	96.2%	100.0%	100.0%
Inform board of difficult situations	97.2	95.2	87.5	88.5	100.0	99.2
Assure that board members receive acknowledgements for their efforts	88.8	71.1	75.0	80.8	96.1	98.4
Create opportunities for board participation in the policy-making process	86.3	69.9	37.5	80.8	96.1	95.2
Make recommendations to improve board effectiveness	85.0	63.9	37.5	88.5	97.4	94.4
Conduct new member orientation	81.9	62.7	62.5	76.9	94.7	88.9
Help choose new members	67.6	26.5	0.0	19.2	96.1	92.9
Other	6.9	2.4	12.5	19.2	7.9	6.3

Results do not add to 100% due to multiple responses.

The Faculty

Faculty is unionized at one of six participants' institutions. Two of five state system presidents indicate this is the case.

Almost all (98.5 percent) respondents' institutions promote faculty development programs. Three of four presidents state that professional development, instructional development, and curriculum renewal are among the programs available.

Programs Offered

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Professional development	96.3%	96.4%	100.0%	100.0%	96.1%	95.1%
Instructional development	77.6	75.0	100.0	77.8	77.6	77.0
Curriculum renewal	76.6	73.8	50.0	70.4	80.3	80.3
Organizational restructuring	37.7	33.3	50.0	25.9	39.5	41.8
Other	7.5	7.1	0.0	0.0	11.8	7.4

Results do not add to 100% due to multiple responses.

Faculty Salaries

Participating presidents report that salaries and benefits for faculty, administrators, and staff constitute the greatest portion of their budgets. Respondents indicate average annual salary for non-tenured faculty is $28,020, while tenured faculty receive $35,160. Chairpersons earn annual compensation of $41,950, and deans are paid $55,810. Faculty members of private church-related institutions are lowest paid, while the highest compensated faculty work for the main campuses of state systems.

Average Faculty Salaries

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Non-tenured faculty	$28,020	$28,790	$31,330	$30,630	$30,120	$25,360
Tenured faculty	$35,160	$35,970	$41,400	$40,150	$38,820	$31,010
Chairpersons	$41,950	$46,740	$54,220	$49,000	$44,720	$32,340
Deans	$55,810	$60,440	$71,400	$65,500	$59,400	$45,360

Performance Review

Two of three survey participants report that their boards conduct annual performance reviews. Three-fifths of the presidents who receive such reviews indicate their board chairmen conduct them. Leadership ability, competence, and results in relation to goals are the three most critical criteria by which respondents are evaluated.

Who conducts the review?

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Chairman of board	60.6%	50.0%	25.0%	42.1%	70.9%	67.1%
Small committee of board	12.0	14.3	0.0	10.5	16.4	8.2
Executive committee of board	9.1	1.8	25.0	0.0	7.3	17.8
Entire board	6.7	16.1	0.0	21.1	0.0	1.4
Chancellor	5.8	10.7	50.0	21.1	0.0	0.0
Other	5.8	7.1	0.0	5.2	5.4	5.5
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Time Devoted to Institution

Responding university and college presidents devote an average of 66.6 hours a week to their institutions and spend 11 days annually on professional development activities such as attending conferences, seminars, and association meetings. Fund raising, public relations, and academic concerns demand the greatest portion of their time. Providing administrative guidance to their institutions is the most time-consuming responsibility cited by three-fifths of the respondents.

Hours Devoted Weekly to Institution

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Fewer than 50	1.7%	0.0%	0.0%	0.0%	2.8%	2.6%
50–59	14.5	13.0	10.0	7.4	12.7	18.1
60–69	40.6	46.7	80.0	44.5	32.4	37.9
70–79	26.1	22.1	10.0	25.9	32.4	25.9
80–89	13.5	15.6	0.0	18.5	12.7	12.9
More than 89	3.6	2.6	0.0	3.7	7.0	2.6
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	66.6	66.8	62.3	68.6	68.0	65.5

Activities Consuming Greatest Portion of Time

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Fund raising	60.6%	30.0%	55.6%	11.5%	76.7%	82.8%
Public relations	48.1	45.0	33.3	42.3	28.8	63.9
Academic concerns	45.8	58.8	55.6	42.3	39.7	41.0
Faculty concerns	37.5	45.0	55.6	38.5	42.5	27.0
Board responsibilities	30.4	26.3	11.1	50.0	35.6	27.9
Student issues	19.9	16.3	33.3	23.1	30.1	14.8
Legislative matters	17.0	33.8	33.3	61.5	4.1	1.6
General management/ internal administration	13.8	12.5	0.0	3.8	12.3	18.9
Community issues	10.3	17.5	0.0	7.7	6.8	9.0
Teaching	1.3	2.5	0.0	3.8	1.4	0.0
Legal matters	1.0	1.3	0.0	0.0	2.7	0.0
Other	6.1	6.3	11.1	7.7	5.5	5.7

Results do not add to 100% due to multiple responses.

Career Satisfaction

Five of eight responding university and college presidents are very satisfied with their positions. Almost three-fourths who head private secular institutions hold this opinion. Those who lead main campuses of state systems are the least content, with one of five indicating dissatisfaction.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Very satisfied	63.1%	56.0%	50.0%	44.4%	73.7%	67.5%
Satisfied	35.1	42.8	30.0	55.6	26.3	30.1
Dissatisfied	1.8	1.2	20.0	0.0	0.0	2.4
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Attributes Needed by University and College Presidents

Respondents indicate leadership talent, integrity, and managerial abilities as the top three attributes needed by today's university and college presidents. Heads of public institutions are much more likely to believe political savvy is one of the most important skills a president can possess than are the leaders of private institutions.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Leadership talent	70.0%	63.3%	80.0%	88.5%	77.0%	64.8%
Integrity	46.3	45.6	70.0	34.6	41.9	50.0
Managerial abilities	38.0	41.8	30.0	34.6	37.8	36.1
Physical and emotional stability	36.7	41.8	40.0	46.2	31.1	35.2
Fund-raising skills	24.6	11.4	0.0	11.5	31.1	33.6
Willingness to take risks	20.1	24.1	20.0	7.7	25.7	17.2
Political savvy	18.8	32.9	30.0	42.3	10.8	9.0
Sense of humor	10.5	6.3	10.0	11.5	16.2	9.8
Public relations know-how	7.7	8.9	0.0	3.8	4.1	12.7
Fiscal competence	7.0	1.3	0.0	3.8	6.8	12.3
Academic eminence	5.8	8.9	20.0	3.8	2.7	4.9
Conciliator skills	4.2	1.3	0.0	7.7	5.4	4.9
Patience	3.2	2.5	0.0	3.8	4.1	3.3
Tolerance	1.6	6.3	0.0	0.0	0.0	0.0
Compassion	1.6	0.0	0.0	0.0	1.4	3.3
Other	2.6	2.5	0.0	0.0	2.7	3.3

Results do not add to 100% due to multiple responses.

Personal

The typical responding university and college president is a 53-year-old white Protestant male who is married to his first spouse. His highest educational attainment is a doctorate degree.

Age

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
30–39	1.5%	1.2%	0.0%	3.6%	1.3%	1.6%
40–49	33.6	35.3	33.3	32.1	36.9	30.6
50–54	28.1	29.4	33.3	39.3	26.3	25.0
55–59	20.7	24.7	11.1	14.3	22.4	19.4
60–64	10.8	4.7	22.3	7.1	10.5	15.3
Over 64	5.3	4.7	0.0	3.6	2.6	8.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	52.5	52.2	53.3	51.4	52.0	53.3

Gender

Male	89.4%	93.0%	100.0%	89.3%	92.2%	84.1%
Female	10.6	7.0	0.0	10.7	7.8	15.9
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race

White	95.3%	89.1%	100.0%	92.6%	95.8%	99.2%
Black	1.9	4.9	0.0	0.0	1.4	0.8
Hispanic	1.6	2.4	0.0	7.4	1.4	0.0
Asian	0.6	1.2	0.0	0.0	1.4	0.0
American Indian/Eskimo	0.6	2.4	0.0	0.0	0.0	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Religion

Protestant	60.1%	69.1%	88.9%	48.0%	55.7%	56.2%
Roman Catholic	29.9	18.5	11.1	24.0	24.3	43.8
Jewish	3.6	6.2	0.0	4.0	7.1	0.0
Other	0.6	0.0	0.0	8.0	0.0	0.0
None	5.8	6.2	0.0	16.0	12.9	0.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Marital Status

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Single, never married	8.2%	2.3%	0.0%	3.6%	3.9%	16.7%
Single, because of religious order	7.3	0.0	0.0	0.0	0.0	19.0
Married to first spouse	70.2	77.9	90.0	71.4	76.6	58.7
Separated or divorced, not remarried	2.4	2.3	0.0	3.6	2.6	2.4
Divorced, remarried	9.1	14.0	0.0	17.8	13.0	2.4
Widowed, not remarried	0.6	0.0	0.0	0.0	2.6	0.0
Widowed, remarried	2.2	3.5	10.0	3.6	1.3	0.8
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Highest Educational Attainment

Doctorate	87.2%	93.7%	87.5%	88.8%	83.0%	85.7%
J.D./LL.B.	3.7	2.1	12.5	5.6	5.1	2.4
M.B.A.	0.9	2.1	0.0	0.0	1.7	0.0
Other Master's degree	5.5	2.1	0.0	5.6	5.1	8.3
Bachelor's degree	2.7	0.0	0.0	0.0	5.1	3.6
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Administrative Style

Four of five respondents define their administrative style as one that creates new undertakings and/or improves the performance and direction of existing endeavors to make their institutions more effective.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Create new undertakings and/or improve the performance and direction of existing endeavors to make the institution more effective	79.0%	81.0%	90.0%	85.7%	86.3%	71.3%
Preside over institutional affairs, while allowing or encouraging others to make decisions	10.1	7.1	0.0	10.7	5.5	14.8
Capitalize on opportunities that enhance the efficient pursuit of existing institutional policies	8.2	8.3	10.0	0.0	6.8	10.7
Efficiently manage what is currently being accomplished in the institution	0.9	1.2	0.0	0.0	0.0	1.6
Hold the institution together, regardless of personal costs	0.9	2.4	0.0	0.0	0.0	0.8
Take blame for institutional failures so the institution can maintain a solid reputation	0.3	0.0	0.0	3.6	0.0	0.0
Other	0.6	0.0	0.0	0.0	1.4	0.8
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Factors Affecting Presidential Actions

Five of eight respondents believe faculty influence is the top factor hindering autonomous presidential actions. Unlike their counterparts heading private institutions, participating public university and college presidents indicate government control as influencing their actions.

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Faculty influence	63.3%	49.4%	40.0%	40.7%	79.5%	70.8%
Board influence	46.9	45.6	30.0	44.4	52.1	46.7
Government control	44.1	69.6	50.0	77.8	26.0	29.2
Court actions	25.7	20.3	20.0	33.3	24.7	28.3
Unionization	19.3	24.1	20.0	25.9	17.8	15.8
Staff influence	17.7	7.6	10.0	0.0	27.4	23.3
Student influence	17.0	5.1	10.0	3.7	27.4	22.5
Media examination	15.8	21.5	50.0	25.9	5.5	13.3
Alumni influence	7.7	2.5	0.0	0.0	11.0	11.7
"Sunshine laws"	6.8	11.4	10.0	18.5	1.4	4.2
Financial constraints	3.5	2.5	0.0	3.7	6.8	2.5
System governance	2.3	2.5	30.0	0.0	1.4	0.8
Accreditation agencies	1.0	1.3	0.0	0.0	2.7	0.0
Other	6.7	8.9	10.0	3.7	2.7	7.5

Results do not add to 100% due to multiple responses.

Role of President's Spouse

One-fourth of responding married university and college leaders describe their spouses as regularly active in a limited number of activities. Regardless of the level of involvement, 95.4 percent of the married participants indicate that their spouses are not paid a salary to handle the responsibilities associated with their offices.

Respondents point to social skills, a desire to see a spouse succeed as president, and discretion as the top three attributes needed by a president's spouse.

Spouse's Role

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
Inactive in campus affairs	1.6%	1.2%	0.0%	3.8%	2.7%	0.8%
Participates on an ad hoc basis based on own choice	18.8	21.7	50.0	15.4	24.7	12.4
Regularly active, but in a limited number of activities	25.8	32.5	20.0	30.8	34.2	16.1
Regularly active in campus affairs on a full-time or substantial part-time basis	15.4	20.5	30.0	15.4	17.8	9.7
Acts as a "partner" with agreed-upon responsibilities	19.2	19.3	0.0	26.9	11.0	22.6
No spouse*	19.2	4.8	0.0	7.7	9.6	38.7
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

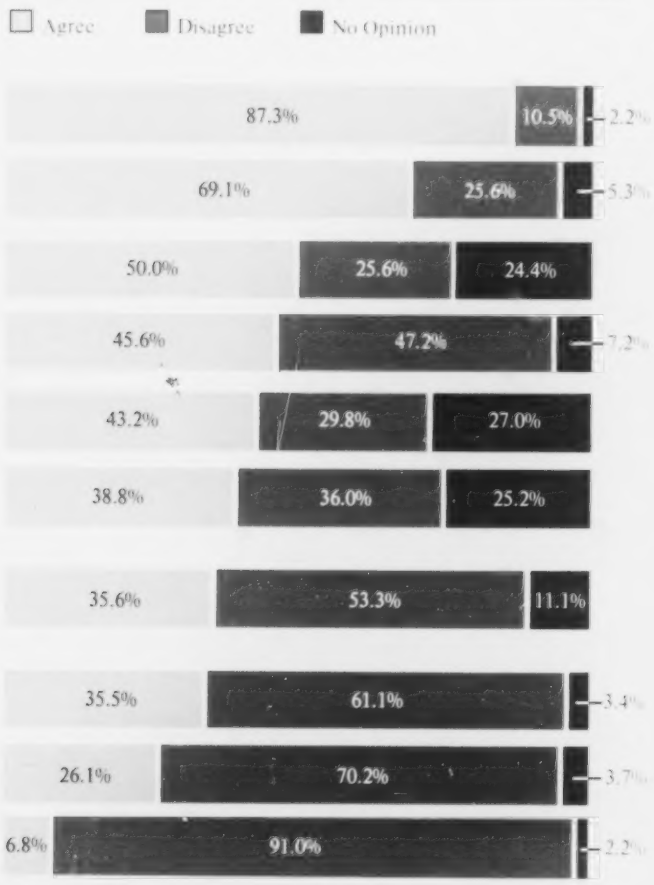
Vacation Time

While seven of eight responding university and college presidents are allocated four or more weeks of vacation a year, only one of four takes them all. The typical participant vacations 2.6 weeks annually.

Weeks Taken

		By Type of Institution				
	Total	Public, Single Location	Main Campus, State System	State System	Private Nonchurch-Related	Private Church-Related
One or less	15.2%	24.7%	40.0%	18.5%	7.9%	10.5%
Two	34.7	43.5	30.0	33.3	30.3	30.9
Three	26.6	21.2	20.0	33.3	28.9	28.5
Four	20.1	9.4	10.0	14.9	27.6	25.2
More than four	3.4	1.2	0.0	0.0	5.3	4.9
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean	2.6	2.2	2.0	2.4	2.9	2.8

Views of University and College Presidents


Agree
Disagree
No Opinion
Recruitment, promotion, and retention of high-level individuals should be the first objective of every president.
87.3%
10.5%
2.2%
Student aid is the determining factor in whether the majority of minority students attend college.
69.1%
25.6%
5.3%
Female university and college presidents are placed under more scrutiny prior to and when they first assume their posts than are their male counterparts.
50.0%
25.6%
24.4%
The top-heavy bureaucracies lamented in business and government are alive and flourishing in higher education.
45.6%
47.2%
7.2%
Because of deteriorating public perception of college leaders, state governors increasingly turn to their own staffs for advice about higher education.
43.2%
29.8%
27.0%
Potential trustees/regents turn down offers to serve universities or colleges that do not offer D&O (director and officer) liability insurance.
38.8%
36.0%
25.2%
Race relations are once again strained on campuses across the country, reflecting opposition to affirmative action and cutbacks in programs designed to increase educational opportunities for minorities.
35.6%
53.3%
11.1%
Universities and colleges should be required to systematically demonstrate, through standardized testing, whether their students are learning in both their general education courses and in their major fields.
35.5%
61.1%
3.4%
Tenure tends to deny opportunity to women and minorities.
26.1%
70.2%
3.7%
Secretary of Education William Bennett is correct in his assertion that federal financial aid fuels higher education price inflation.
6.8%
91.0%
2.2%

About Heidrick and Struggles

For more than three decades, Heidrick and Struggles has devoted its full resources and capabilities to providing superior executive search services worldwide. Client organizations within every one of the world's major industries as well as in the fields of not-for-profit, health care, and education retain Heidrick and Struggles to identify, evaluate, and attract high caliber executive talent for specific opportunities within middle and top management and for boards of directors. One of the best known and most experienced in executive selection, the firm comprises more than 90 professionals, supported by a sophisticated information base in a network of 19 offices located in major business centers in the United States and Europe.

To contribute to the body of knowledge available on senior management, Heidrick and Struggles periodically publishes profiles on incumbents in key management posts. The firm is pleased to add this publication to others it produces to report trends of significance to directors and senior management.

Publications

A list of recent Heidrick and Struggles publications appears below. Copies and prices are available from the firm's Communications/Public Relations Department in Chicago.

United States

The Changing Board
A survey of chairmen and the boards they direct (issued annually since 1966)

Director Data
Chief Executive Officer
Financial Services Chief Executive
Information/Technology Chief Executive Officer
Health Care Chief Executive
The University and College President
Profile of a Chief Financial Officer
Profile of a Chief International Officer
Profile of a Bank and Bank Holding Company Chief Executive Officer
Human Resources: Function in Transition
Research and Development
Mobile Manager
The Corporate Woman Officer

The Search for Management
Services of an executive search consulting firm

Europe

Le Talent De Diriger
Chief Executive Officer Data
The U.K. Chief Executive and His Outlook
The Characteristics of Newly Appointed CEOs in the U.K.
Profile of the Chief Financial Officer in the United Kingdom
Karriere-Ingenieure in Deutschland
Leiter Finanz- und Rechnungswesen in Deutschland
Chief Marketing Executive in the United Kingdom
Der Geschäftsführer in Deutschland
Der Marketing-Leiter in Deutschland
Der Vertriebsleiter in Deutschland
Die Situation im Maschinen- und Anlagenbau
Der Marketing-Leiter in der EDV-Branche
Profile of a Chief International Officer
La Mobilità dell' Alta Direzione in Italia
Leiter Personalwesen in Deutschland
Le Directeur Du Personnel Dans Les Benelux
Profile of a Chief Personnel Executive in the United Kingdom
Profil du Directeur du Personnel en France
Top Management in the U.K. Computing Industry
Information Technology—The Management of Change in the U.K.

The Search for Management in Europe
Brochure describing the services of an executive search consulting firm in Europe (available in Dutch, English, French, and German)